

# DE&S Profession Technical Competence Framework

Operational Delivery

2022/23

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## Introduction

This document is to be used as a single point of reference for Operational Delivery staff to identify the competences required for different activities split by Sub-Profession. It amalgamates the previous separate Sub-Profession-specific competence and skills framework papers into a single document as supersedes all previous iterations or publications.

## Competency Descriptors

Below is the competence definitions applied within this Profession Technical Competence Framework document:

Competence	Description
Authority	Wide scope for personal autonomy and is recognised as a national or international expert, often called upon by others within industry for in-depth advice or guidance. Leads the development of competence standards across DE&S and industry; drives innovation and develops professional standards. Considers implications of events at international and national levels to inform strategic decision making within DE&S and shapes appropriate plans. Significant experience and leader within their profession. Develops levels of expertise within DE&S and actively supports industry development.
Expert	Applies competence independently across a broad range of business contexts, often covering unpredictable or complex issues, or situations without precedent. Develops original responses and solutions. Regarded as the expert and thought leader in competence area within DE&S, and is sought for their expert advice, guidance and leadership. Wide ranging and extensive practical experience and regarded as a role model for colleagues. Actively mentors or coaches to develop organisation-wide capability in competence area. Helps shape strategy or holds significant levels of authority for area.
Practitioner	Works unsupervised across a broader range of contexts through the detailed application of knowledge and experience, covering a range subject areas and increased levels of complexity. Recognises when needs to seek guidance or support for complex areas outside immediate level of experience. Has autonomy for a number of decisions in assigned or delegated areas and is likely to be responsible for selected outcomes. Likely to own elements of process, or team authority, and has the level of qualifications or certifications and is 'licensed' to practice'.
Supervised Practitioner	Works under limited supervision for non-complex tasks in different contexts. Applies the competence under direct supervision for more complex work in narrower contexts. Work is checked for quality. May hold relevant qualifications or certifications and is "in-training"; developing competence across a broader range of contexts to meet the standards of an experienced Practitioner.
Awareness	Basic level of awareness of the main principles and competence required to carry out day-to-day tasks, most of which are likely to be predictable or routine in nature. Work undertaken under guidance and activities checked in detail by supervisor. Basic level of training or knowledge; able to ask relevant and appropriate questions to test understanding.

# Technical Competences – all Sub-Professions

## Stakeholder Management

Systematically identify, analyse and engage with stakeholders through appropriate methods.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Expert	<ul style="list-style-type: none"> <li>Aligns stakeholder management activities to organisational strategies and key delivery priorities.</li> <li>Leads negotiations on complex support arrangements by applying skills in conflict resolution and requirements management.</li> <li>Negotiates, influences and consults with stakeholders to develop relationships that support service delivery within in the organisation, across MoD and wider.</li> <li>Monitors success of conflict management measures and remains vigilant to any ongoing problems.</li> <li>Advises and guides others on techniques and mitigation plans to manage complex issues that can emerge when working with various conflicting stakeholders.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>Develops, consults on and shares stakeholder management and communications plans.</li> <li>Uses relevant methods and mediums to provide stakeholders with clear, timely and relevant information in accordance with the communications plan, reviewing and updating as required.</li> <li>Seeks and actively assesses information from stakeholders to agree schedules of priorities for service delivery.</li> <li>Uses a range of approaches and acts promptly to resolve stakeholder issues.</li> <li>Maintains effective communication channels, can identify early warning signs of communication breakdown and can adapt approaches to respond to change</li> </ul>
Supervised Practitioner	<ul style="list-style-type: none"> <li>Performs stakeholder analysis using recognised techniques to better understand stakeholder interests, influences and the involvement required.</li> <li>Supports the development of stakeholder and communication plans.</li> <li>Refines requirements based on stakeholder needs, as well as assessing, defining and justifying those needs to evaluate agreed schedules and priorities.</li> <li>Identifies potential sources of conflict within the service delivery environment</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>Demonstrates an understanding of the basic principles of stakeholder management.</li> <li>Uses recognised techniques to contribute to stakeholder identification and requirements identification.</li> <li>Collates feedback from project stakeholders to support service delivery.</li> <li>Acts in a morally, legally and socially appropriate manner in dealings with stakeholders, members of project teams and the organisation.</li> </ul>

## Continuous Improvement for Optimised Support

Using data and management information, identify and analyse areas for improvement to drive optimised support to the Customer

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>Provides advice, guidance and consultation on Support optimisation requirements across the wider MoD, OGDs (other Government departments) and Industry.</li> <li>Is recognised and sought out both internally and externally for professional judgement on strategies for optimising Support.</li> <li>Engenders a Continuous Improvement culture across the organisation.</li> <li>Drives data intelligence into continuous improvement.</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>Champions the importance of Support and service delivery, recommending opportunities for continuous performance improvement at a strategic level across the organisation.</li> <li>Acts as a role model to challenge own and other's service areas to drive organisational improvement.</li> <li>Provides direction on how to analyse and evaluate data from multiple sources to identify support options, risks or opportunities so that well-reasoned responses can be taken.</li> <li>Provides guidance to others in the implementation of a continuous improvement culture, encouraging peer reviews, and provision of constructive feedback to help others identify improvements.</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>Utilises a wide range of support data and management information, identifying trends and risks/issues, to enable effective and informed decisions, whilst communicating with relevant stakeholders.</li> <li>Manages and conducts peer reviews, challenging and providing constructive feedback and making recommendations for improvements.</li> <li>Collate and shares Learning from Experience (LfE) from support arrangements for identification of improvements to optimise support.</li> </ul>
<b>Supervised Practitioner</b>	<ul style="list-style-type: none"> <li>Assists in the interpretation of support data and management information, supporting the identification of trends and risks/issues, to enable effective and informed decisions.</li> <li>Is able to make recommendations for appropriate actions following data analysis.</li> <li>Ensures that information and data collected is accurate, easily located, auditable and reusable in accordance with policy.</li> <li>Shares and contributes LfE to maximise opportunity for optimising support.</li> </ul>
<b>Awareness</b>	<ul style="list-style-type: none"> <li>Aware of information and data sources relevant to enable support recommendations.</li> <li>Understands the importance of maintaining data integrity and managing information.</li> <li>Able to identify LfE and shares with colleagues.</li> </ul>

# Technical Competences – Modelling & Analysis Sub- Profession

## Data Analysis and Statistics

Utilise data analysis and statistical techniques to transform raw support data into logistics insights to meet customer needs and aid decision making

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>Recognised as Authoritative Subject Matter Expert (SME) on Logistics Data; advises on a wide range of statistical methods and data sources</li> <li>Explains the analytical requirements contributing to development and maintenance of DE&amp;S Logical and Reference Data Models.</li> <li>Sets strategic direction on the application of Logistics Data &amp; Statistics.</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>Demonstrates depth of knowledge required to undertake and advise on bespoke data extraction techniques, drawing from uncommon data sources.</li> <li>Applies and advises on methods to measure uncertainty associated with data and estimates.</li> <li>Employs innovative techniques to analyse, display and explain complex data.</li> <li>Understands how to assess correlation between datasets and apply appropriate regression techniques to understand variable relationships.</li> <li>Leads and advises on optimal database design, data management and transformation techniques.</li> <li>Questions claims of cause and effect, advises on error detection, and exaggerations.</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>Applies relational database design theory; creates and maintains tables, sets appropriate datatypes, and applies normalisation techniques to reduce data redundancy and maintain data integrity.</li> <li>Writes complex SQL (Standard Query Language) and understands the relationships between broad ranges of tables and data sources.</li> <li>Understands and applies the principles of predictive analysis including forecasting.</li> <li>Applies sensitivity analysis to ascertain how varying input parameters affect results and recommendations.</li> </ul>
<b>Supervised Practitioner</b>	<ul style="list-style-type: none"> <li>Understands the purpose of a Data Warehouse and how to write SQL to join and extract from multiple appropriate data sets for analysis.</li> <li>Identifies, extracts, and aggregates datasets tailored to fulfil the requirements of specific tasks.</li> <li>Applies statistical methods, including grouping of data, generation and interpretation of summary statistics, and outlier handling.</li> <li>Identifies the appropriate format to present data for the understanding of others, and documents for future reference.</li> </ul>
<b>Awareness</b>	<ul style="list-style-type: none"> <li>Shows awareness of Logistics Information Systems and the mechanisms to extract data from them.</li> <li>Selects appropriate techniques to illustrate statistical data.</li> <li>Understands and applies basic data manipulation using Office applications such as Microsoft Excel.</li> <li>Understands the importance of accurate data, challenges data quality issues and applies data cleansing techniques. Is able to run pre-written scripts with appropriate inputs and parameters to carry out routine and predictable data analysis.</li> </ul>

## Logistics Modelling

Models of supply/support/inventory systems are created from support and logistics data and maintained through the product lifecycle to inform decisions on ranging and scaling

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>• Sets strategic direction on the application of Logistics Modelling.</li> <li>• Leads the business on the development and implementation of Defence logistics modelling and analysis policy including simulation.</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>• Provides Subject Matter Expertise for logistics analysis, forecasting, modelling and simulation techniques across the Defence community, implementing the use of best practice where appropriate.</li> <li>• Demonstrates a deep understanding of the standards and processes for maintenance of accurate modelling data and advises how Logistics Support Analysis applies to Integrated Logistics Support.</li> <li>• Accountable for and advises on configuration control and quality standards expected to ensure accurate modelling can be undertaken.</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>• Leads development of modelling tasks and defines assumptions; works with new models and develops new ways of exploiting existing models to enhance analysis capabilities.</li> <li>• Responsible for undertaking modelling of greater complexity, including cost and sustainability modelling.</li> <li>• Provides Subject Matter Expertise on how Supply/Support planning affects inventory and equipment availability.</li> <li>• Explains the purpose of the Logistics Support Analysis Record (LSAR) and where this applies within Integrated Logistics Support.</li> <li>• Selects most appropriate data from a wide range of sources to support accurate Logistics Modelling.</li> <li>• Drawing on SME knowledge, acts as mentor and conducts peer to peer checks for the effective development of modelers.</li> <li>• Demonstrates ability to transfer skills to new models/software and adapt to new assumptions.</li> </ul>
<b>Supervised Practitioner</b>	<ul style="list-style-type: none"> <li>• Sets up sparing models and its environment knowing the relationship between tables and relevant parameters.</li> <li>• Undertakes routine cost and sustainability modelling, and further applies the competence on more complex analysis tasks with guidance.</li> <li>• Analyses Equipment Technical Publications and appropriately translates into Build Structures, populating appropriate Logistics Modelling software.</li> <li>• Tests for outliers in modelling results and carries out Root Cause Analysis.</li> <li>• Conducts analysis, drawing out results and provides a summary of findings tailored to customer requirements.</li> </ul>

## Awareness

- Understands the basic principles of a model, why we use them, their appropriate use within the product lifecycle and the benefits that can be realised.
- Understands Equipment Build Structures, levels of indenture and Parent to Child relationships.
- Understands the need to maintain and update data for inventory planning taking account of modifications and changes to platforms and equipment through life.
- Produces results from simple spares modelling.

## Operational Research Techniques and Quality Assurance

Operational Research techniques including modelling, simulation and data analysis are applied in accordance with analytical Quality Assurance standards to achieve rational, objective, and consistent outcomes.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>Explains the mandate for Quality Assurance (QA) of Business-Critical Models in line with standards laid out in the Macpherson Report (2013) and The Aqua Book (2015).</li> <li>Overall responsibility for ensuring specialist staff is appropriately qualified and experienced to produce quality analysis.</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>Established Subject Matter Expert for Operational Research and analysis of Logistics systems/information in DE&amp;S.</li> <li>Identifies trends and implements appropriate action plans based on the review of relevant Management Information, ensures continuous improvement and development of innovative solutions to complex Modelling and Analysis issues.</li> <li>Understands the diverse behaviour of Defence Inventory and how this affects historical trends; identifies and advises on the most relevant method(s) to tailor analyses appropriately.</li> <li>Provides advice and guidance to stakeholders on government QA processes for logistics analysis to meet MoD standards.</li> <li>Provides advice on the relevance and suitability of commercial tools and Defence contractors' modelling methods.</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>Works with clients directly to scope user requirements; designs, conducts and delivers the analysis.</li> <li>Leads planning and implementation of QA procedures.</li> <li>Utilises specialist/proprietary modelling, simulation, and data analysis tools for analysing, visualising, and optimising processes (e.g. production systems, the support chain, material flow and logistics operations).</li> <li>Applies appropriate Operational Research techniques for logistics and support chain decision making.</li> <li>Chooses and develops appropriate (dependent on data characteristics and scenario constraints) forecasting, modelling and analysis techniques to produce best fit recommendations and insight.</li> <li>Evaluates data against standard Data Readiness Levels and advises on suitability.</li> <li>Applies sensitivity analysis and anticipates 'what if' queries.</li> </ul>
<b>Supervised Practitioner</b>	<ul style="list-style-type: none"> <li>Champions the need for auditable data sources, and practices version control.</li> <li>Understands the scale and scope of QA activities applied need to be proportionate to the purpose and constraints of the analysis and adapts response accordingly.</li> <li>Appropriately applies Pareto segmentation across multiple dimensions in order to achieve greatest overall impact where resource is limited.</li> <li>Applies forecasting algorithms to historic demand data to generate relevant provisioning advice.</li> <li>Applies QA principles to models and data with supervision.</li> </ul>

## Awareness

- Shows awareness of Operational Research techniques and how they can be applied to logistics, support chain and inventory issues.
- Understands the requirement for evidence-based decision making, when we need to Validate & Verify our work, and is aware of the QA processes involved.
- Understands why and how segmentation is applied to the Defence Inventory. Applies basic one-dimensional segmentation to logistics data.

# Technical Competences – Operations Management Sub- Profession

## Governance and Performance Reporting

Define, implement and maintain a clear governance and reporting structure for managing the delivery of In-Service Support.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>Defines and implements governance structures to enable monitoring of performance, and appropriately challenges poor practice and behaviours that fall below expectations</li> <li>Directs, develops and implements improvements to governance processes and assurance procedures</li> <li>Enable and ensure required governance compliance throughout their team. Ensure appropriate challenge to status quo and gain approval to deviate when necessary</li> <li>Champions a knowledge management and lessons learned culture across service delivery/programme to support the development of governance, standard practice and the realisation of benefits across multiple Professions in the organisation</li> <li>Directs use of effective assurance mechanisms, including external assurance, within the service delivery to control risks</li> <li>Ensuring delivery of relevant OGSMs (Objectives, Goals, Strategies &amp; Measures) by leading performance reviews, governance reviews, audit and assurance activity, provides advice on reporting requirements, tracks performance against budgets and KPIs (Key Performance Indicators)</li> <li>Possesses a deep understanding of all available Management Information and Support data, able to analyse and use data to support complex problems or decisions</li> <li>Sets direction for business case approach and approvals, leads on development of large and complex business cases in accordance with business processes, represents team at assurance and endorsement panels</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>Implements appropriate governance requirements to support successful service delivery, considering delivery of customer requirements, supply performance reviews, Contractor performance reviews, safety, security and supportability reviews, audit and assurance requirements, required working groups, LfE etc.</li> <li>Conducts regular rolling reviews of the team, capability performances and customer requirements to proactively identify and manage dependencies between activities and their funding/resource requirements.</li> <li>Establish an effective assurance mechanism within the service delivery to control risks, including making use of external assurance to confirm status and adequacy of risk controls</li> <li>Monitors service delivery progress utilising Management Information, budget variances and Earned Value Management (EVM), reporting monthly through reporting drumbeat.</li> <li>Monitors delivery against the customer KPIs and supportability metrics, reporting monthly.</li> <li>Leads the development of business cases in accordance with business processes and required standards, coordinating cross organisational inputs as required; considers resources allocated (internal, customers and suppliers), budgets and timescales, for assurance, endorsement and approvals through the appropriate channels</li> </ul>

<p><b>Supervised Practitioner</b></p>	<ul style="list-style-type: none"> <li>• Embeds and adheres to all governance and policy and enable the required compliance throughout their team, ensure appropriate challenge and gain approval to deviate when necessary</li> <li>• Contributes to regular reviews of the team, capability performances and customer requirements, assists in identification and management dependencies between projects and their funding/resource requirements.</li> <li>• Understands suitable mechanisms for assuring service delivery and controlling risks, contributes to assurance activities, including external assurance (e.g. red team reviews etc.)</li> <li>• Able to identify suitable Management Information to monitor service delivery and supports analysis and collation of data, reporting monthly through reporting drumbeat.</li> <li>• Assists in monitoring service delivery against the customer KPIs and supportability metrics, reporting monthly.</li> <li>• Supports in collecting documentation and evidence to guide drumbeat reviews and delivery decisions</li> <li>• Understands and is able to draft basic business cases and seeks endorsement through appropriate approvals channels</li> </ul>
<p><b>Awareness</b></p>	<ul style="list-style-type: none"> <li>• Understands the importance and value of having a robust governance structure</li> <li>• Understands and can describe the purpose of knowledge management and Lessons Learned throughout the delivery of support</li> <li>• Gathers data, validates information received and contributes to the development of management information reports</li> <li>• Assists the capture of Management Information to measure performance</li> <li>• Understands and implements the core principles of the business case process and is familiar with the appropriate internal / external customers</li> </ul>

## Contract Management

Define contract requirements, manage the tender process and manage suppliers to provide cost effective In-Service Support to meet the Customer capability requirements.

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Expert	<ul style="list-style-type: none"> <li>Establish and develop effective strategic partnerships with industry and their suppliers to drive improved performance and outcomes.</li> <li>Leverages wider organisation (MoD/OGD) strategies to enable performance and negotiations within industry</li> <li>Applies support expertise directing how the team tenders, evaluates, assesses and monitors the support arrangements of new and upgraded capabilities and associated end to end support solutions.</li> <li>Manages large/complex contracts with supplier/partner organisations across a number of capabilities/programme, holding contractors to account for delivery and performance in terms of the quality, timeliness and reliability of goods and/or services, in accordance with the Contract and agreed KPIs, taking appropriate action where these requirements are not being met.</li> <li>Sets standards for effectively managing contracts and delivering support with supplier/third party involvement across the organisation and the wider MoD</li> <li>Guides staff in techniques for managing relationships with contractors including remedial action in instances of poor performance</li> <li>Sets behavioural and optimised performance example for consistently driving contract performance through collaborative working, championing continuous improvement and LfE across multiple contracts or Professions.</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>Leads SMEs/stakeholders in the development of the statement of requirement/work that will meet customer requirements, ensuring the through life considerations are captured (e.g. support, disposal, service termination, whole life cost and risk)</li> <li>Co-ordinates the technical evaluation process, engaging with SMEs as appropriate and able to evaluate operational or technical performance against the contract requirement. Provides the commercial manager with robust justification for the technical evaluation results</li> <li>Manages the day-to-day relationship with the contractor (including management and delivery of Government Furnished Assets (GFA)); ensuring legal obligations are discharged by both parties.</li> <li>Monitors and controls contractor delivery and performance in terms of the quality, timeliness and reliability of goods and/or services, in accordance with the Contract and agreed KPIs, taking appropriate action where these requirements are not being met.</li> <li>Advises stakeholders on the acceptability and impact of alternative solutions and proposals from the contractor.</li> <li>Demonstrates knowledge and experience of delivering requirements under a range of contractual arrangements</li> <li>Working with Commercial, responds to identified poor performance promptly by applying contractual remedies, additional support, and enforcing the contract as appropriate to ensure the objectives of the organisation and MoD are met, whilst minimising any negative impact on outcomes and relationships</li> <li>Consistently drives for optimal contract performance through collaborative working, championing continuous improvement and LFE.</li> <li>Understands industry risks and associated impacts; ensures these risks are appropriately challenged, scrutinised and reviewed.</li> <li>Implements and maintains Internal Business Agreements where dependencies exist with other teams or Government departments; manages the stakeholder relationships associated with the agreement and conducts performance reviews</li> </ul>

<p><b>Supervised Practitioner</b></p>	<ul style="list-style-type: none"> <li>• Supports contract management activities by liaising with suppliers, reviewing performance and ensuring contract deliverables meet requirements</li> <li>• Contributes to the development of the statement of requirement/work that will meet customer requirements, ensuring the through life considerations are captured (e.g. support, disposal, service termination, whole life cost and risk)</li> <li>• Aware of the technical evaluation process, supports engagement with SMEs as appropriate and evaluation of operational or technical performance against the contract requirement. Assists in providing justification for the technical evaluation results</li> <li>• Assists in the management of the day-to-day relationship with the contractor (including management and delivery of Government Furnished Assets (GFA)); ensuring legal obligations are discharged by both parties.</li> <li>• Supports the monitoring and controlling of contractor delivery and performance in terms of the quality, timeliness and reliability of goods and/or services, in accordance with the Contract and agreed KPIs.</li> <li>• Contributes to assessment of alternative solutions and proposals from the contractor, seeking guidance when required.</li> <li>• Able to identify poor contractual performance, and understands suitable responses including application of contractual remedies, additional support, and enforcing the contract; assists with minimising any negative impact on outcomes and relationships</li> <li>• Consistently drives for optimal contract performance through collaborative working, championing continuous improvement and LfE.</li> <li>• Aware of industry risks and understands the need for these risks to be appropriately challenged, scrutinised and reviewed.</li> <li>• Assists management of Internal Business Agreements where dependencies exist with other teams or Government departments including maintenance of the stakeholder relationships associated with the agreement</li> </ul>
<p><b>Awareness</b></p>	<ul style="list-style-type: none"> <li>• Demonstrates an understanding of the importance of the statement of requirements/work for effective delivery</li> <li>• Utilises and is familiar with contract management techniques and good practice when working with suppliers/partner organisations</li> <li>• Understands and can demonstrate the contractual obligations and the role of suppliers to meet service delivery requirements</li> <li>• Understand the legal caveats (written and verbal) and subsequent connotations when dealing with commercial contracts</li> </ul>

## Service Delivery Planning

Define and develop activities and plans for the delivery and assurance of in-service support, identifying and utilising appropriate planning and forecasting tools and techniques.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>• Provides advice, guidance and consultation on service delivery and support planning/forecasting across the wider MoD, Other Government Departments (OGDs) and Industry</li> <li>• Sets strategic direction on the approach for the delivery of support, coordinating the best outcomes across multiple projects, stakeholders, programmes and pan-Profession activity.</li> <li>• Is recognised and sought out both internally and externally for professional judgement on major support decisions</li> <li>• Guides others and sets customer, supplier, stakeholder and inter-relationships for identifying and managing specialist in-service Integrated Logistics Support (ILS) service delivery.</li> <li>• Provides leadership for making strategic, complex and challenging decisions for Defence</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>• Aligns service delivery/programme strategies to those of the organisation and creates a clearly aligned vision statement for planned initiatives</li> <li>• Represents service delivery or programme at steering group and/or other board meetings, sharing updates and escalating issues</li> <li>• Leads development of complex delivery plans, provides advice and guidance to practitioners on compilation of plans. Endorses/approves plans and secures appropriate resource to support overall management of the service delivery and people</li> <li>• Sets vision for development of delivery approaches and procurement strategies; informs commercial strategies and tenders for the procurement of in-service support arrangements, ensuring the optimal support solution is selected</li> <li>• Possesses a deep understanding of in-service support, associated requirements and considerations; provides direction and guidance for complex in-service support arrangements and provides LfE from extant support arrangements to other Professions, acquisition projects and for development of management plans.</li> <li>• Demonstrates focus on delivering the longer-term strategic priorities, aligning short term objectives to longer term plans</li> <li>• Establishes and agrees with the customer changes to requirements; leads the team to implement changes to the overall support solution, ensuring it is optimised and within budget and provides direction on the amendment of plans, forecasts and support arrangements to ensure delivery to the customers' expectations.</li> <li>• Leads refinement of future CASP (Coordinated Air-Sea Procedures) requirements and metrics, leading on data analysis on demand and supply</li> <li>• Leads resource and cost forecasting for delivery of the service according to business objectives; deep understanding and has oversight of Inventory Demand and Supply Planning.</li> <li>• Oversees Disposal Planning activity, both ahead of the main equipment disposal and in-year inventory disposal and endorses the Disposal Plan.</li> <li>• Conducts business prioritisation activity and considers the wider sequencing of programmes/service delivery across the organisation, managing cases in which they do not align with the organisation's strategy, the outcomes of services offered or the exceed capacity of resources</li> <li>• Applies a thorough understanding of Defence Support, the Defence Operating Model and Defence lines of development (DLOD) construct</li> </ul>

<p><b>Practitioner</b></p>	<ul style="list-style-type: none"> <li>Leads the development of consolidated delivery plans and associated artefacts, seeks endorsement and approval through appropriate delegated authority, as well as identifying and securing an appropriate team to support overall management of the service delivery and people</li> <li>Defines the delivery approach and procurement strategies to inform commercial strategies and tenders for the procurement of in-service support arrangements, ensuring the optimal support solution is selected</li> <li>Provides input and advice for non-complex in-service support considerations and LfE from extant support arrangements to other Professions, acquisition projects and for development of management plans.</li> <li>Oversees reviews of, and approves changes to, the overall support solution, ensuring it is optimised and within budget.</li> <li>Coordinates the implementation of changes to customer requirements, leading the amendment of plans, forecasts and support arrangements to ensure delivery to the customers' expectations.</li> <li>Works with the customer and supporting Professions to assess availability needs to inform demand forecasts and CASP metrics; analyses ability to meet actual and forecast usage to inform future plans.</li> <li>Coordinates resource and cost forecasting for delivery of the service within parameters set out in business objectives; understands and has oversight of Inventory Demand and Supply Planning.</li> <li>Coordinates Disposal Planning activity, both ahead of main equipment disposal and in-year inventory disposal, ensuring Disposal Plan is up-to-date and approved.</li> </ul>
<p><b>Supervised Practitioner</b></p>	<ul style="list-style-type: none"> <li>Supports the development of, and provides input, to delivery plans and associated artefacts</li> <li>Understands customer support requirements and how these can be met in accordance with business objectives and procurement/support strategies</li> <li>Contributes to the delivery approach and procurement strategy development to inform commercial strategies and tenders for the procurement of in-service support arrangements / Defines appropriate delivery options to senior stakeholders to assist in defining suitable procurement strategies, commercial strategies and tenders for the procurement of in-service support arrangements</li> <li>Understands supportability requirements and through life support considerations in implementing an appropriate support solution</li> <li>Assists in the implementation of changes to customer requirements and business needs, including the amendment of plans, forecasts and support arrangements.</li> <li>Understands CASP requirements and metrics, contributes to data analysis on demand and supply data</li> <li>Contributes to resource and cost forecasting for delivery of the service and understands Inventory Demand and Supply Planning.</li> <li>Aware of Disposal Planning activity, including inventory disposal and main equipment disposal; supports maintenance of the Disposal Plan</li> </ul>
<p><b>Awareness</b></p>	<ul style="list-style-type: none"> <li>Contributes to the structure and format of delivery plans and associated artefacts</li> <li>Articulates the service delivery requirements in line with the delivery approach and procurement strategy</li> <li>Aware of through integrated life support principles and the importance of implementing an appropriate support solution</li> <li>Understands principles of resource and cost forecasting, aware of Inventory Demand and Supply Planning.</li> <li>Aware of the change management process when implementing changes to customer requirements and business needs</li> <li>Aware of the CASP and its purpose</li> <li>Conducts routine tasks supporting service delivery planning with guidance and</li> </ul>

supervision

## Service Delivery Management

Drive the delivery of In-Service Support to successfully meet the customer's requirements, identifying and utilising appropriate resources, tools and techniques.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>Provides leadership for making strategic, complex and challenging decisions for Defence</li> <li>Provides advice and guidance and shares insights/experience within service delivery management across Defence/industry</li> <li>Understands and contributes to wider competing priorities of the organisation/industry (acknowledging own priorities and engaging with other Professions/wider sector to support and ensure collaborative approach/es) to agree a prioritised course of action</li> <li>Understands the operational environment of industry and aligns delivery to the organisation/MoD structures/governance/policies/strategies</li> <li>Provides advice, guidance and consultation on support relationships and principles across the wider MoD/OGDs, Industry and International partners.</li> <li>Advises and proactively guides others on ways to lead the business innovatively, and how to work both operationally and strategically</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>Leads the team in the delivery of complex support arrangements or for multiple in-service capabilities, according to the customer requirements, delivery plan, support solution, KPIs, and subsequent governance and reporting requirements.</li> <li>Sets direction and provides guidance to the team on activity required to maintain safe, sustainable, reliable and available equipment, including supportability, obsolescence, GFA, inventory and disposals management</li> <li>Manages the delivery of in-service support as a subject matter expert; deep understanding of support solution development throughout the CADMID (Concept, Assessment, Demonstration, manufacture, In-Service and Disposal) cycle</li> <li>Sets strategic priorities and provides oversight on decisions made in a range of service delivery contexts / programmes</li> <li>Leads the service delivery team in ensuring safety requirements for the in-service capability are met and maintained, engages with SMEs on the impact of safety risks/issues and makes recommendations to maintain safety ALARP (As Low As Reasonably Practicable).</li> <li>Applies expertise to identify and analyse trends, diagnose problems and recommend solutions to meet or improve on equipment availability and reliability.</li> <li>Promote collaborative practices to understand the priorities of other areas within the organisation to identify opportunities for partnership/industry relationships</li> <li>Manages risks and cost drivers impacting organisation strategic support priorities</li> <li>Leads resource management, ensuring actual spend is monitored and forecasting conducted accordingly to ensure the integrated support meets customer requirements within budget.</li> <li>Advises customer/DLoD owners/suppliers on in-service support performance and product/service characteristics as part of continual improvement</li> <li>Enables alignment to organisation strategies and leads in RAIDO management by detecting management gaps, selecting appropriate courses of action, maximising the benefits of opportunities identified and leading the implementation</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>Leads the team in the delivery of support for in-service capability within area of responsibility, according to the customer requirements, delivery plan, support solution, KPIs, and subsequent governance and reporting requirements.</li> <li>Oversight and awareness of all team activity required to maintain safe, sustainable, reliable and available equipment, including supportability, obsolescence, MoD-owned dependencies (GFA), inventory and disposals management</li> <li>Understands safety requirements for the in-service capability and the impact of safety risks/issues, ensures reviews are conducted and documentation is maintained; ensures recommendations or changes to maintain safety ALARP are implemented.</li> </ul>

	<ul style="list-style-type: none"> <li>• Coordinates the construction, approval, maintenance and changes to Performance Measurement Baselines and schedules, integrating checks for scope, budget and schedule</li> <li>• Monitors and analyses data to track that the availability and reliability of equipment meets the required level</li> <li>• Manage and regularly review service delivery assumptions and dependencies; where changes are required, effectively communicated to affected stakeholders including the customer and other DTs.</li> <li>• Leads on risk management activities within service delivery, accurately assessing impact and likelihood, developing risk responses as well as prioritising, monitoring, reporting and escalating risks as necessary</li> <li>• Confirms issues impacting the successful delivery of support and manages resolution including identifying the root cause, proactively assesses and determines recommendations, and seeks authorisation to take the necessary actions forward</li> <li>• Implements change processes by conducting impact assessments and making credible recommendations to approve, reject or defer change requests</li> <li>• Manage resources, monitors actual spend and updates forecasts accordingly to ensure the integrated support meets customer requirements within budget.</li> <li>• Monitors the use of resources in line with organisational procedures and holds stakeholders to account for their commitments</li> <li>• Consult with customer/SMEs/DLoD owners/suppliers on the in-service support performance and product/service characteristics as part of continual improvement</li> </ul>
<p><b>Supervised Practitioner</b></p>	<ul style="list-style-type: none"> <li>• Supports the team in the delivery of support for in-service capability within area of responsibility, according to the customer requirements, delivery plan, support solution, KPIs, and subsequent governance and reporting requirements.</li> <li>• Understands safety requirements for the in-service capability, ensures reviews are conducted and documentation is maintained; supports implementation of recommendations or changes to maintain safety ALARP.</li> <li>• Assists in the construction, approval, maintenance and changes to Performance Measurement Baselines and schedules.</li> <li>• Monitors and analyses data to track that the availability and reliability of equipment meets the required level, reporting upwards where issues identified</li> <li>• Assists in management of service delivery assumptions and dependencies; where changes are required, effectively communicated to affected stakeholders including the customer and other DTs, raising to senior stakeholders where needed</li> <li>• Contributes to risk management activities by seeking input from multiple sources to identify, assess and mitigate risk, escalating as necessary</li> <li>• Identifies issues/risks to the successful delivery of support, able to provide supporting evidence/data for the issues and escalates as necessary</li> <li>• Able to implement change processes by conducting impact assessments and making credible recommendations to senior stakeholders approve, reject or defer change requests</li> <li>• Assists in resource management, monitoring actual spend and updating forecasts accordingly to ensure the integrated support meets customer requirements within budget, seeking guidance when required.</li> <li>• Engages with stakeholders (customer/SMEs/DLoD owners/suppliers) on the in-service support performance and product/service characteristics as part of continual improvement</li> </ul>

## Awareness

- Knows the purpose of their role and other Professions within service delivery and how those roles and Professions interact
- Aware of the basic principles, tools and techniques used to manage service delivery and experience of using these in practice on smaller work packages.
- Conducts routine tasks supporting service delivery activities with guidance and supervision
- Aware of safety requirements for the in-service capability and aware of review drumbeat and documentation requirements.
- Understands the need to monitor availability and reliability of equipment
- Contributes to risk and issues management activities for service delivery
- Aware of resource management including the monitoring of actual spend and updating of forecasts against the approved budget

# Technical Competences – Supply Chain Management Sub-Profession

## Item Data Creation and Maintenance on MoD LogIS

Collates data values to create and maintain item data records, across the MoD Logistic Information Systems (MoD LogIS) landscape, to enable effective Supply Chain activities, through life.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>Defines the Item Data Management requirements and is able to inform commercial and support strategies and tenders for item data support arrangements</li> <li>Extensive knowledge of the MoD LogIS landscape and how the systems interact with and impact each other.</li> <li>Utilises extensive knowledge of the different characteristics of the systems (including their limitations) and the relationships between them to inform data standards</li> <li>Defines the governance requirements that need to be applied to enable identification of item data risks and issues</li> <li>Provides advice and guidance to all Internal and External stakeholders on the risks, issues and benefits of Item Data Management</li> <li>As a subject matter expert, provides coaching to all levels on implementing measures to deliver a compliant, safe and end-to-end item data task outcome</li> <li>Translates and communicates corporate objectives in a practical way to others to enhance overall understanding of how item data impacts on successful achievement of efficient and effective service delivery</li> <li>As a subject matter expert, be able to provide workable solutions to novel, contentious or emerging issues in terms of item data management</li> <li>Provides advice and guidance and shares insights/experience for item data record creation and maintenance across the organisation</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>Comprehensive knowledge of the MoD LogIS landscape and how the systems interact with and impact each other.</li> <li>Detailed knowledge of who the authority is for item data values and how to source the information.</li> <li>Extensive knowledge of how to navigate through the MoD LogIS landscape and is able to create, update and maintain the data values accurately, for all MoD owned Inventory.</li> <li>Manages the data values that relate to and impact on Availability, Reliability, Sustainability and Safety</li> <li>Sets the prioritisation for data quality reviews within area of responsibility</li> <li>Able to apply item data governance as defined, and can identify then mitigate data risks/issues</li> <li>Understands and controls the impact (resource, training, physical, safety) on others when updating/amending item data values, and is able to communicate these impacts in a timely manner to all stakeholders</li> </ul>

<p><b>Supervised Practitioner</b></p>	<ul style="list-style-type: none"> <li>• Understands the MoD LogIS landscape and how the systems interact with and impact each other.</li> <li>• Competent to navigate through the MoD LogIS landscape and is able to create, update and maintain the data values accurately, for MoD owned Inventory, for a limited range</li> <li>• Working knowledge of who the authority is for item data values and how to source the information.</li> <li>• Understands the data values that relate to and impact on Availability, Reliability, Sustainability and Safety</li> <li>• Able to apply item data governance as defined, and can identify then mitigate data risks/issues following data reviews</li> </ul>
<p><b>Awareness</b></p>	<ul style="list-style-type: none"> <li>• Aware of the MoD LogIS landscape and how the systems link to each other</li> <li>• Understands the need and benefit to creating item data records onto the MoD LogIS landscape for all MoD owned Inventory.</li> <li>• Aware of the data values that need to be collated and who is authorised to provide the values</li> <li>• Understands the importance of accurately maintaining item data records through life</li> </ul>

## Inventory Demand and Supply Planning

Develops, manages and monitors demand and supply plans that optimise platform and equipment inventory levels for all support arrangements, using approved inventory analysis tools.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>Provides leadership and guidance on Inventory Demand and Supply Planning requirements across the wider MoD, OGDs and Industry</li> <li>Sets strategic direction on the approach for the delivery of Inventory, coordinating the best outcomes across multiple projects, stakeholders and programmes.</li> <li>Provides advice and guidance and shares insights/experience for Inventory Demand and Supply Planning across the organisation</li> <li>Is recognised and sought out both internally and externally for professional judgement on Supply Planning</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>Extensive knowledge of Inventory Demand and Supply Planning policies and processes; can drive through policy and process amendments with the sponsors, to ensure they are fit for purpose and coherent.</li> <li>Defines the Inventory Planning requirements for new support arrangements (tools, frequency, reporting) to inform commercial strategies and tenders for the Initial provisioning and In-Service Demand and Supply Planning for Inventory, including GFE</li> <li>Defines the governance structure for monitoring the production of coherent, affordable, optimised and agreed Inventory Supply Plans.</li> <li>Influences the setting of the KPIs within organisation objectives (e.g. Availability, Sustainability) and CASPs to ensure they drive the right behaviours in terms of optimising Inventory to meet demand.</li> <li>Provides advice and guidance to all Internal and External stakeholders on the risks, issues and benefits of Inventory Demand and Supply Planning</li> <li>Supports and guides others by providing coaching to all levels on implementing measures to ensure the delivery of optimised, affordable and realistic Supply Plans</li> <li>Translates and communicates organisational objectives in a practical way to others to enhance overall understanding of how Demand and Supply Planning impacts on successful achievement</li> <li>As a subject matter expert, be able to provide workable solutions to novel, contentious or emerging issues in terms of Supply Planning</li> <li>Builds strong relationships with key customer base to ensure accurate demand picture can be developed and agilely maintained in order to establish future year control totals and support in-year forecasting</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>Comprehensive knowledge of Inventory Demand and Supply Planning policies and processes and is able to apply them; has the knowledge to identify policy and processes which require amendment; can influence the sponsors to take action to amend.</li> <li>Leads the production and implementation of timely and agreed Inventory Demand, Supply and Disposal Plans, including GFE</li> <li>Supports the governance of the Inventory planning review processes in conjunction with suppliers, customers and other Professions</li> <li>Has knowledge, and understands the importance, of utilising approved Inventory Analysis and forecasting tools and ensures the most appropriate is applied to various support arrangements.</li> <li>Applies expertise to identify and analyse trends, diagnose problems and recommend solutions to facilitate Inventory planning improvements.</li> <li>Coordinates and monitors the timely and accurate procurement or repair of Inventory in accordance with the agreed plans.</li> </ul>

	<ul style="list-style-type: none"> <li>• Maintains strong relationships with key customer base to develop and agilely maintain accurate demand picture.</li> </ul>
<b>Supervised Practitioner</b>	<ul style="list-style-type: none"> <li>• Understands Inventory Demand and Supply Planning policies and processes and how they need to be applied.</li> <li>• Supports the development of Inventory Demand, Supply and Disposal Plans, including GFE, by producing data to an agreed format to assist in the optimisation of Inventory through life.</li> <li>• Can utilise approved Inventory forecasting tools and techniques to support the development of the Inventory requirements within various support arrangements.</li> <li>• Supports the identification of Inventory trends, risks and issues by producing timely and accurate data reports.</li> <li>• Conducts Inventory procurement and repair activities, aligned to the agreed plans, for an agreed range</li> <li>• Develops relationship with key customer base to support the development of an accurate demand picture</li> </ul>
<b>Awareness</b>	<ul style="list-style-type: none"> <li>• Aware of the Inventory Demand and Supply Planning policies and processes and when they need to be applied.</li> <li>• Understands the requirement to develop optimised and agreed Inventory Demand and Supply Plans.</li> <li>• Aware of the Inventory forecasting tools and techniques which are used to determine the Inventory requirements for application within various support arrangements.</li> <li>• Supports the identification of Inventory trends, risks and issues by producing timely and accurate data reports.</li> <li>• Has awareness of customer base and understands the requirement to develop accurate demand picture.</li> </ul>

## Materiel and Financial Accounting for Inventory

Ensure MoD owned inventory is materiel and financially accounted for in accordance with Inventory Accounting Policy and Procedure.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>• Provides leadership and guidance on Materiel and Financial Accounting for Inventory requirements across the wider MoD, OGDs and Industry</li> <li>• Sets strategic direction on the approach for the Materiel and Financial Accounting of Inventory, coordinating the best outcomes across multiple projects, stakeholders and programmes.</li> <li>• Is recognised and sought out both internally and externally for professional judgement on Materiel and Financial Accounting for Inventory</li> <li>• Provides advice and guidance and shares insights/experience for Materiel and Financial Accounting of Inventory across the organisation.</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>• Extensive knowledge of the Materiel and Financial Accounting for Inventory policies and processes. Has the ability to drive through policy and process amendments with the sponsors, to ensure they are fit for purpose and coherent.</li> <li>• Defines the Materiel and Financial Accounting for Inventory requirements for new support arrangements (Systems, frequency and reporting) to inform commercial strategies and tenders.</li> <li>• Defines the governance structure to ensure that Inventory Materiel and Financial Accounting policy is being adhered to.</li> <li>• Influences the setting of the KPIs within organisation objectives (e.g. Availability, Sustainability) and CASPs to ensure they drive the right behaviours in terms of Materiel and Financial Accounting for Inventory</li> <li>• Provides advice and guidance to all Internal and External stakeholders on the risks, issues and benefits of various Materiel and Financial Accounting options for MoD-owned Inventory</li> <li>• Supports and guides others by providing coaching to all levels on implementing measures to ensure Inventory Accounting policies and processes can be met</li> <li>• Translates and communicates organisational objectives in a practical way to others to enhance overall performance understanding of how effective Materiel and Financial Accounting impacts on successful achievement</li> <li>• As a subject matter expert, is able to provide workable solutions to novel, contentious or emerging issues in terms of Materiel and Financial accounting for MoD-owned Inventory</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>• Comprehensive knowledge of the Materiel and Financial Accounting for Inventory policies and processes and is able to apply them. Has the ability to identify policy and processes which require amendment and can influence the sponsors to take action to amend.</li> <li>• Leads the governance of the Materiel and Financial Accounting processes in conjunction with suppliers, customers and other Professions.</li> <li>• Manages and controls the Materiel Accounting activities to ensure agreed processes are followed, including timely physical stock checks of MoD owned Inventory held at Contractor premises and stock reconciliation actions covering Depot and Unit Inventory including loses, discrepancies and write offs.</li> <li>• Has broad understanding of DefStan 05-99 and MoD Form 650/650A. Understands the requirement to ensure Materiel and Financial Accounting of Inventory held at Contractors is accurate and auditable.</li> <li>• Assures MoD-owned Inventory is accurately priced, impaired and depreciated in accordance with Financial regulations; ensures production of accurate and timely Inventory Audit Packs and Financial commentary.</li> <li>• Applies expertise to identify and analyse trends, diagnose problems and recommend solutions to facilitate Materiel and Financial Accounting improvements</li> </ul>

	<ul style="list-style-type: none"> <li>• Ability to track all Inventory movements across all locations where it is held. Can conduct validation and verification processes to support accurate Materiel and Financial Accounts</li> </ul>
<p><b>Supervised Practitioner</b></p>	<ul style="list-style-type: none"> <li>• Understands Materiel and Financial Accounting for Inventory policies and processes and is able to apply them.</li> <li>• Conducts Materiel and Financial Accounting agreed processes for agreed Inventory range in conjunction with suppliers, customers and other Professions</li> <li>• Carries out Materiel Accounting activities for agreed Inventory range, including timely physical stock checks of MoD owned Inventory held at Contractor premises and stock reconciliation actions covering Depot and Unit Inventory including losses, discrepancies and write offs</li> <li>• Conducts timely pricing, impairment and write on/off reviews in accordance with Financial regulations; supports the production of accurate and timely Inventory Audit Packs and Financial commentary for an agreed range.</li> <li>• Supports the identification of trends, risks and issues to facilitate Materiel and Financial Accounting improvements</li> <li>• Ability to track all Inventory movements across all locations where it is held. Can conduct validation and verification processes to support accurate Materiel and Financial Accounts</li> </ul>
<p><b>Awareness</b></p>	<ul style="list-style-type: none"> <li>• Aware of the Materiel and Financial policies and processes and when they need to be applied.</li> <li>• Understands the importance of maintaining accurate Materiel Accounts for MoD owned Inventory to enable optimised Supply Plans.</li> <li>• Aware of the importance of producing accurate Financial Accounts for MoD owned Inventory to enable robust Financial Planning.</li> <li>• Understands the need to identify Materiel and Financial Accounting trends, risks and issues</li> <li>• Aware of the requirement to track all Inventory movements across all locations where it is being held</li> </ul>

## Supply Chain Storage and Distribution for Inventory

The ability to define and secure the optimal storage and distribution solution to meet the platform and equipment availability for all support arrangements.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>Extensive knowledge of Storage and Distribution policies and processes; has the ability to drive through policy and process amendments with the sponsors, to ensure they are fit for purpose and coherent.</li> <li>Defines the Storage and Distribution requirements for new support arrangements to inform commercial strategies and tenders for the Initial provisioning and In-Service Re-Provisioning of MoD owned Inventory.</li> <li>Sets the direction for analysing tender bids in relation to storage and distribution of MoD owned Inventory, to determine if they meet the organisation need, adhere to current policies and processes and offer the best value for money.</li> <li>Provides advice and guidance to all Internal and External stakeholders on the risks, issues and benefits of various Inventory Storage and Distribution options</li> <li>Supports and guides others by providing coaching to all levels on implementing measures to ensure the optimal Inventory Storage and Distribution solution is secured</li> <li>Provides advice and guidance and shares insights/experience for Storage and Distribution across organisation</li> <li>As a subject matter expert is able to provide workable solutions to novel, contentious or emerging issues in terms of Inventory Storage and Distribution</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>Comprehensive knowledge of the Storage and Distribution policies and processes and is able to apply them. Has the knowledge to identify policy and processes which require amendment and can influence the sponsors to take action to amend.</li> <li>Leads the analysis of tender bids in relation to storage and distribution of MoD owned Inventory, to determine if they meet the organisation need, adheres to current policies and processes and offers the best value for money.</li> <li>Detailed knowledge of planned Inventory throughput (range and scale), In-Storage maintenance and handling requirements, packaging information and distribution methods.</li> <li>Leads the negotiation and securing of Storage and Distribution providers for new/existing Inventory ranges with current MoD stock-holding organisations.</li> <li>Coordinates the production of timely Customs Documentation to enable distribution in and out the UK for MoD owned Inventory</li> <li>Manages resolution of Non-Conforming Receipts into Depot(s) and Unit(s) in a timely manner.</li> </ul>
<b>Supervised Practitioner</b>	<ul style="list-style-type: none"> <li>Understands the Storage and Distribution policies and processes and when/how they need to be applied.</li> <li>Supports the identification of Storage and Distribution solutions that will enable the most efficient and effective Joint Supply Chain to be in place.</li> <li>Contributes to the production of timely and accurate Storage and Distribution requirements documentation for new and updated organisation needs</li> <li>Supports the production of Customs Documentation for MoD Owned Inventory transiting in and out of UK</li> <li>Conducts successful resolution of Non-Conforming Receipts into Depot(s) and Unit(s)</li> </ul>

**Awareness**

- Aware of the Storage and Distribution policies and processes and when they need to be applied.
- Understands the importance of identifying Storage and Distribution solution that will enable the most efficient and effective Joint Supply Chain to be in place.
- Understands the need to produce Customs Declaration Documentation to enable compliant movement of MoD owned Inventory in and out of UK
- Aware of the need to resolve Non-Conforming Receipts into Depot(s) and Unit(s)

## Disposal of Inventory

Assures that Disposal of Inventory is timely and coordinated with the disposal of the Platform or Equipment whilst considering the wider Defence need. Understands and applies controls to ensure Inventory disposal is conducted safely and efficiently.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>Provides leadership and guidance on Disposal/Sale of Inventory requirements (both in and out of service) across the wider MoD, OGDs and Industry</li> <li>Sets strategic direction within the Platform/Capability/Main Equipment Disposal Plan on the approach to In-Service Inventory disposals balancing the cost to store, maintain and account against the overall return from any future sales opportunity.</li> <li>Is recognised and sought out both internally and externally for professional judgement on Disposal/Sale of Inventory</li> <li>Provides advice and guidance and shares insights/experience for Disposal or sales of Inventory across the organisation</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>Extensive knowledge of Inventory Disposal policies and processes; has the ability to drive through policy and process amendments with the sponsors, to ensure they are fit for purpose and coherent.</li> <li>Defines the Inventory Disposal requirements for new support arrangements to inform commercial strategies and tenders.</li> <li>Defines the governance structure to ensure that Inventory Disposal policy is being adhered to.</li> <li>Influences the setting of the KPIs within organisation objectives (e.g. Availability, Sustainability), CASPs and Control Totals to ensure they drive the right behaviours in terms of Inventory Disposal</li> <li>Provides advice and guidance to all Internal and External stakeholders on the risks, issues and benefits of various disposal/sale options, for the organisation</li> <li>Supports others by providing coaching to all levels on implementing measures to ensure Inventory disposal/sale is enacted in a timely and safe manner whilst being coordinated with the Platform/Capability/Main Equipment Disposal Plan</li> <li>Translates and communicates corporate objectives in a practical way to others to enhance overall understanding of how timely, coordinated and safe Inventory Disposal/Sale impacts on successful achievement</li> <li>As a subject matter expert, be able to provide workable solutions to novel, contentious or emerging issues in terms of disposal/sale of MoD owned Inventory</li> <li>Shares best practice of disposal processes to support internal and external stakeholders</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>Comprehensive knowledge of the Inventory Disposal policies and processes and is able to apply them. Has the knowledge to identify policy and processes which require amendment and can influence the sponsors to take action to amend.</li> <li>Supports the development and upkeep of the Platform/Capability/Main Equipment disposal plans throughout the CADMID cycle.</li> <li>Leads the identification of excess/surplus Inventory through the In-Service Supply Planning Review (or equivalent) process. Able to influence wider team to support disposal action in line with Platform/Capability/Main Equipment disposal plan.</li> <li>Manages stakeholders to develop a coherent and agreed Inventory Disposal Plan</li> <li>Manages the governance structure to ensure that Inventory Disposal/Sale policy is being adhered to.</li> <li>Understands the differing priorities across the organisation to enable decision making in terms of 'volume vs value' when executing Inventory disposals.</li> <li>Coordinates the production of timely Disposal/Sale Declaration Forms. Ensures all Disposal Declaration Forms are accurate in terms of data values, and appropriate signatories</li> </ul>

<p><b>Supervised Practitioner</b></p>	<ul style="list-style-type: none"> <li>• Understands the Inventory Disposal policies and processes and when/how they need to be applied.</li> <li>• Supports the development of coherent and agreed Inventory Disposal recommendations.</li> <li>• Aware of the linkage between Inventory Disposals and Platform/Capability/Main Equipment Disposal Plans</li> <li>• Understands the differing priorities across the organisation to enable decision making in terms of 'volume vs value' when executing Inventory disposals.</li> <li>• Produces Disposal/Sale Declaration Forms in accordance with the agreed recommendations, ensuring all data fields are accurately completed and required signatories are obtained.</li> <li>• Able to track disposals from identification to completion both physical and financial</li> </ul>
<p><b>Awareness</b></p>	<ul style="list-style-type: none"> <li>• Aware of the Inventory Disposal policies and processes and when they need to be applied.</li> <li>• Understands the need to develop coherent and agreed Inventory Disposal recommendations</li> <li>• Aware of the need to produce data to an agreed format to assist in the timely disposal of Inventory through life.</li> <li>• Understands the need to track disposals from identification to completion both physical and financial</li> </ul>

# Technical Competences – Technical Through Life Support Sub-Profession

## Design Support requirement for Platform/Main Equipment(s)

Applies system thinking utilising ILS (Integrated Logistic Support )principles in setting the conditions for creating cost effective capability support to achieve the intended through-life outcome.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>• Provides technical leadership for setting supportability requirements and shaping business process and ILS policy.</li> <li>• Provides guidance for how ILS influences supportability design and building relationships with the customer to minimise whole life support costs.</li> <li>• Leads and directs the setting of ILS programmes to meet intended defence outcomes.</li> <li>• Provides direction and guidance for how tailoring of ILS programmes is to be conducted across the organisation; able to support innovation, applying complex system thinking and techniques into programmes.</li> <li>• Sets the strategic direction for managing and handling logistic supply support and associated technical data, information management processes and governance.</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>• Applies technical expertise in supportability requirement setting, testing, evaluation, and acceptance criteria for leveraging whole life cost decisions and enabling sustained support.</li> <li>• Sets the ILS vision and support strategy for how ILS principles are included into a programme/ project.</li> <li>• Demonstrates in-depth knowledge and understanding in how ILS goals are practically applied into requirements.</li> <li>• Conducts prioritisation across the organisation for maximising efficiency use of ILS resources.</li> <li>• Applies ILS expertise in directing ILS input into tenders, evaluations and awarding of contracts.</li> <li>• Provides the business area direction on the governance processes for managing logistic technical data exchanges between Industry and the Authority.</li> <li>• Applies ILS expertise in directing ILS programme design reviews.</li> <li>• Applies ILS expertise when considering and selecting alternative support arrangements.</li> <li>• Provides ILS leadership and direction through being open and honest. This is to keep everyone focused on the delivery of affordable and supportable equipment/products, by effecting the design of support solutions, on the whole life cost impact.</li> <li>• Applies ILS expertise in tailoring of the ILS supportability analysis tasks and how these are applied.</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>• Applies the ILS methodology to establish and manage an ILS programme and effecting the design of the support solution. This includes the production of the ILS Work Breakdown schedule of activities and support milestones to inform the wider project/programme.</li> <li>• Demonstrates logistic support and technical integrity in decision-making and applies support innovation into their programme or project</li> <li>• Makes well-informed technical trade-off decisions, evaluating the supportability complexity and risk exposure on whole life cost impacts and sustaining capability effectiveness.</li> <li>• Applies ILS intelligence in the interpretation of User intents and constraints for assisting the capture of User requirements.</li> <li>• Applies ILS knowledge in mapping User requirements into ILS related System requirements, contributing to Integrated Test Evaluation and Acceptance Plans.</li> </ul>

	<ul style="list-style-type: none"> <li>• Identifies the support test, evaluation, assessment and acceptance criteria of the ILS technical data deliverables between Industry and the Authority.</li> <li>• Provides technical support management and training to their team, including providing ILS advice and guidance to the wider project programme.</li> <li>• Adopts information and defence policy into the establishment and governance control of the logistic information portal for managing technical information through life.</li> <li>• Adopts project management techniques in the design and control of the ILS programme and production of ILS plans, strategies and reports.</li> <li>• Understands how tailoring of the ILS supportability analysis tasks can be applied to their project/programme.</li> </ul>
<p><b>Supervised Practitioner</b></p>	<ul style="list-style-type: none"> <li>• Contributes to the production of the ILS Work Breakdown schedule and activities to establish the ILS programme.</li> <li>• Contributes to conducting research and investigations on existing support solutions.</li> <li>• Contributes to analysing emerging capabilities for recommending alternative support options.</li> <li>• Appreciates User and Maintenance considerations to enable ILS requirements to be set robustly and practically.</li> <li>• Understands how whole life cost support considerations influence and effect support solution design.</li> <li>• Contributes to drafting and configuration management of ILS plans/deliverables.</li> <li>• Contributes to the production of technical contractual arrangements for tenders. This includes evaluating responses for recommending the preferred ILS bid.</li> <li>• Conducts day to day governance of the logistic information portal for managing technical information and ILS deliverables through life.</li> <li>• Has a basic understanding in tailoring of the ILS supportability analysis tasks and how these are applied.</li> </ul>
<p><b>Awareness</b></p>	<ul style="list-style-type: none"> <li>• Understands the basic principles of the ILS process and is aware of where ILS interfaces within the defence organisation.</li> <li>• Demonstrates an awareness of where ILS interfaces into each phase of the project cycle (CADMID) phase.</li> <li>• Contributes to the structure and format of the content to the ILS Plan and associated artefacts.</li> <li>• Contributes to the structure, format and tracking of logistic information records with an appreciation of the business and project information governance regime.</li> <li>• Assists in the management and tracking of logistic information records and ILS deliverables.</li> </ul>

## Develop and Implement a Support Solution

Applies innovative opportunities, exploiting ILS principles, emerging technology and Defence/Industry support advancements, to influence capability design in developing and implementing sustainable cost effective through life support solutions.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>Provides technical leadership and guidance to the business, influencing the ILS goals and the application of Supportability Analysis (SA) to maximise whole life cost reduction efficiencies and deliver a supportable capability into service.</li> <li>Sets the standards for effectively monitoring ILS programmes, leveraging whole life cost implications at executive and senior management decision boards/panels, challenging assumptions, and influencing investments for the wider business reputation.</li> <li>Drives ILS innovation and advancements into capability support development by working with all support stakeholders and customers, including Industry, defence, and international partners.</li> <li>Takes a holistic strategic approach on the delivery of support by coordinating the ideal ILS outcome across the business.</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>Technical expert in the application of ILS tools and techniques for development of the ILS programmes/project to implement optimised in-service support solutions.</li> <li>Sets the ILS vision with Industry/Suppliers in the practical application of ILS development programmes, keeping everyone honest on the delivery to meet customer targets.</li> <li>Challenges Industry and business norms and assumptions to keep focus on delivering support solutions to the intended defence outcome.</li> <li>Directs and champions support for their business area, guiding everyone on the consequences and impacts on emerging supportability risks and opportunities.</li> <li>Evaluates and researches support advancements for leveraging support investment initiatives to select alternative support approaches.</li> <li>Applies standards for effectively assessing and evaluating contractual responses and deliverables.</li> <li>Applies ILS expertise into projects for guiding the production and control of transition into service schedules and plans.</li> <li>Guides teams in how they adopt project management techniques for effectively controlling development of ILS programmes/projects.</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>Applies ILS technical methodologies in developing their ILS programmes utilising and practically applying Supportability Analysis (SA) activities and tasks with Industry.</li> <li>Ability to identify the agreed level of optimised support resources and applicable arrangements/processes. This includes their placement and level of investment to meet agreed fielding plans, for enabling the delivery of customer availability targets through life.</li> <li>Provides support input to the team providing updates on progress on the development of the ILS programme/project.</li> <li>Ability to recognise areas of potential trade-offs and alternate support approaches to maximise support solution efficiency, reducing whole life cost expenditure and maximise the availability performance of the capability.</li> <li>Makes well informed decisions and able to negotiate with Industry and suppliers. This includes recommending changes to schedules/milestones to maximise ILS resource efficiency and enhance support delivery.</li> <li>Provides technical support management and training to their team during</li> </ul>

	<p>development programmes and provides ILS advice and guidance to the wider project programme.</p> <ul style="list-style-type: none"> <li>• Ability to identify aspects of the support solution that require monitoring during in-service and which parts of the equipment/system/sub-systems require loading onto the appropriate asset management system.</li> <li>• Provides ILS governance and configuration control on the logistic supply support and technical data information repositories, ensuring everyone adheres to information management policy and guidance.</li> <li>• Adopts project management techniques to effectively lead and control the ILS programme through demonstration, manufacture, and transition into service, providing updates to ILS plans and associated artefacts, keeping everyone informed.</li> </ul>
<p><b>Supervised Practitioner</b></p>	<ul style="list-style-type: none"> <li>• Understands the basic application of Supportability Analysis (SA) and is able to track ILS deliverables from receipt to final endorsement, conducting reviews with relevant owners and SMEs.</li> <li>• Supports the preparation, planning and running of tests, growth trials, and/or demonstrations to target.</li> <li>• Supports the delivery and management control of identifying, acquiring, and placing optimised support resources into the support chain, including associated technical information and documentation.</li> <li>• Contributes to the planning and holding of Logistic Support Demonstration(s).</li> <li>• Contributes to the production of processes and plans to enable the capability and its associated support solution to be transitioned, for final acceptance into service.</li> <li>• Manages the configuration control of technical information and associated supply support data from development to in-service, escalating where appropriate.</li> <li>• Contributes to the identification of equipment/systems requiring monitoring during in-service and loading these onto the appropriate asset management systems.</li> </ul>
<p><b>Awareness</b></p>	<ul style="list-style-type: none"> <li>• Assists in the preparation, planning and running of tests, growth trials, logistic support demonstrations and tracking feedback and responses from Users/Maintainers to the team and between Suppliers/Industry.</li> <li>• Understands the basic principles of where the ILS development programme interfaces into the wider project.</li> <li>• Demonstrates an awareness of the project's context, contract and delivery structure to the appropriate development project cycle phase.</li> <li>• Assists in the structure and format and content of ILS plans and associated artefacts.</li> <li>• Assists in the tracking of logistic information records and ILS deliverables.</li> <li>• Ability to submit data entry and extraction of records on appropriate asset management systems.</li> </ul>

## Operate and Disposal of Support

Applies through life support practices in monitoring the performance of the capability and the end-to-end support arrangement. This is about making informed technical decisions on complex issues, fully considering the impacts on any changes to support, ensuring configuration and data accuracy is maintained through life.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>• Provides through life support leadership to shape strategic intents for how the organisation delivers Defence Support capability by possesses a deep understanding in the complex variety of different support options and arrangements.</li> <li>• Guides others in managing customer, supplier, stakeholder and inter-relationships for identifying and managing specialist in-service ILS service delivery.</li> <li>• Leads support policy to include the assessment and challenge on support designs prior to business areas implementing, tailored to each business unit; guides and translates strategic support direction into performance and contractual objectives/target setting and monitoring.</li> <li>• Sets the support direction in the application of ILS for upkeeping and updating the capability through life to disposal.</li> <li>• Sets the strategic direction for the upkeep of business logistic supply support and through life support technical information, including its governance across the organisation.</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>• Applies technical support judgement in making informed decisions on in-service support upkeep and update complex/sensitive issues.</li> <li>• Applies ILS expertise in challenging assumptions and investigates areas for making improvements to the support solution design and in-service arrangements.</li> <li>• Leads In-Service business teams in their decisions, by fully evaluating change proposals and making everyone aware on the impact on affordability and availability of the capability.</li> <li>• Applies ILS in-service expertise for directing technical input into business tenders, evaluations, assessments, and awards.</li> <li>• Provides direction in business technical monitoring regimes for flagging trends and identifying areas of interest for additional investment or scrutiny.</li> <li>• Acts as the Support champion for the business receiving capabilities being transitioned into service.</li> <li>• Provides direction for the governance and information processes in how logistic support and technical information is controlled through life to disposal.</li> <li>• Sets the direction in how supportability cases and in-service support plans are to be upkeep and updated through life.</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>• Applies appropriate ILS knowledge for evaluating the level and complexity of existing and emerging risks for upkeeping and updating in-service support solutions.</li> <li>• Able to maintain efficient support solutions by seeking opportunities for enhancing the availability of the capability and reduce whole life support costs.</li> <li>• Demonstrates ILS technical and logistic support knowledge to effectively communicate whole life cost considerations, to influence investment decisions.</li> <li>• Makes well-informed through life support trade-off decisions when considering change proposals, post design services and implementing updates and changes to existing support solutions.</li> <li>• Leads the logistic support technical monitoring regimes on capability support performance and maintenance regimes, for conducting analysis to identify areas for additional investment or refinement.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provides the in-service technical management of their team, including ILS in-service training, coaching and advice to the wider team.</li> <li>• Provides progress updates on the in-service ILS programme resource schedule and associated deliverables.</li> <li>• Understands and maintains the in-service technical data and information requirements for upkeep/updating the capability through life to disposal.</li> <li>• Adopts programme management techniques to effectively monitor and manage ILS in-service support schedules.</li> <li>• Maintains the upkeep and update of supportability cases and producing in-service support plans.</li> </ul>
<p><b>Supervised Practitioner</b></p>	<ul style="list-style-type: none"> <li>• Contributes to analysing and identifying root causes of failures or emerging trends, for escalating concerns and areas requiring further investigation.</li> <li>• Understands the support behaviours requirements of the capability and the relationships between internal and external customers and suppliers.</li> <li>• Applies configuration management techniques in the upkeep and update of logistic supply support and technical information, ensuring everyone is kept informed on any changes.</li> <li>• Contributes to post design service activities and manages supportability risks and opportunities, appropriately escalating where required.</li> <li>• Adheres to the business ILS principles in maintaining In-Service Support arrangements. This includes consulting with owners for endorsement of a change to a technical specification prior to publishing technical documentation or associated ILS artefact.</li> <li>• Manages the daily maintenance of appropriate asset management systems, adhering to security and defence information policy, consulting with others and SME, for when making or considering making changes.</li> <li>• Contributes to team effectiveness by guiding their leaders on support matters and provides coaching and mentoring to new and existing team colleagues.</li> <li>• Contributes to the upkeep and update of supportability cases and producing in-service support plans.</li> </ul>
<p><b>Awareness</b></p>	<ul style="list-style-type: none"> <li>• Has a basic understanding in the ILS in-service toolsets/processes which they interact with daily.</li> <li>• Ability to interrogate data systems/reports in their day-to-day area of work for contributing to the management of risks, observations, and incidents.</li> <li>• Contributes to the structure and format of in-service technical documentation, information, and associated artefacts.</li> <li>• Assists in preparing for performance reviews and gathering of technical information for recording and tracking of in-service support progress and risks.</li> <li>• Understands logistic information governance processes, appreciating the importance of data integrity and configuration control of logistic support and technical information.</li> <li>• Conducts the daily management of asset management systems by completing low to medium complex data entry and extraction techniques.</li> <li>• Assists in maintaining supportability cases and the format and structure of in-service support plans.</li> </ul>

## Review, Validate and Assure Support Solutions

Promotes support solution best practice by conducting technical evaluations and reviews across all of the ILS inter-relationships and interfaces, in providing well-informed support intelligence to the business.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>• Champions a positive support culture across Defence and the organisation, for promoting best practice to ensure whole life cost and capability support considerations are included into business decision making.</li> <li>• Takes a lead role in shaping and developing business support assurance policy with Defence policy authors and owners.</li> <li>• Researches and applies international and national support advancements to create and sustain credible support assurance tools, processes and policy.</li> <li>• Sets the support direction and mandate for how the business conducts and measures support solutions.</li> <li>• Takes a lead role in setting support solution metrics and targets across their business areas.</li> <li>• Enhances business reputation with professional bodies, Defence partners and creates strong trusted customer relationships.</li> <li>• Directs pan-Profession colleagues, customers and suppliers for integrating their activities into the verification and validation of the support solution.</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>• Applies ILS expertise in controlling support assurance governance across their business areas. This includes translating and interpreting policy for conducting reviews and the management of ALARP supportability risks.</li> <li>• Provides the in-depth through life support context and impact to business decision panels for enabling informed decisions on the consequence these have on the whole life support cost.</li> <li>• Skilled in negotiating with suppliers/customers on support performance conflict to agree resolution with everyone, by providing support intelligence for producing 'Get Well' and 'Stay Well', support solution strategies and plans.</li> <li>• Applies their extensive design, develop and operate support technical expertise to analyse and review Support bodies of evidence to make informed decisions on the capability's support maturity to meet the requirement.</li> <li>• Guides business ILS integration activities, resolving major disputes between stakeholders and interested parties to drive business effectiveness in delivering optimised end to end support solutions.</li> <li>• Applies support measurement and support assurance methods; ensures all stakeholders are informed on how effective the business is delivering Support to its customers.</li> <li>• Leads pan-Profession colleagues, customers and suppliers for integrating their activities into the verification and validation of the support solution.</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>• Applies through life support assurance governance into their business areas, by producing and maintaining risk-assessed support bodies of evidence. This is having the ability to assure the ILS element which is applicable to the project cycle, milestone, and complexity of the support solution.</li> <li>• Provides direction on how support is assured in their area of work, guiding stakeholders and building relationships to develop bodies of evidence.</li> <li>• Ability to provide justified through life support evaluations and reports on the performance of the support solution design, recommending cost effective improvements to deliver enhanced customer service.</li> <li>• Examines and analyses support trends and evidence, providing 'Get Well' and/or 'Stay Well' plans through the application of risk management, escalating</li> </ul>

	<p>supportability risks/issues appropriately.</p> <ul style="list-style-type: none"> <li>• Demonstrates an understanding of ILS support assurance; able to problem solve and effectively diagnose reasons for poor performance.</li> <li>• Takes responsibility for driving support solution efficiency to meet customer service requirements by effectively reviewing the supportability case.</li> <li>• Makes well-informed technical trade-off decisions in identifying the supportability risk/opportunity and determining appropriate resolution and fallback plans.</li> <li>• Manages pan-Profession colleagues, customers and suppliers for integrating their activities into the verification and validation of the support solution.</li> </ul>
<p><b>Supervised Practitioner</b></p>	<ul style="list-style-type: none"> <li>• Contributes to the verification and validation of support solutions, by obtaining and investigating credible data sources, for coordinating reviews with SMEs and stakeholders, in producing supportability case reports.</li> <li>• Understands support maturity performance requirements relevant to the project phase/review/change being assured.</li> <li>• Applies configuration management techniques for the production and review of the supportability case and associated ILS artefacts.</li> <li>• Keeps everyone informed on support performance progress, arranging reviews and escalating where a change or approval is required.</li> <li>• Adheres to support assurance processes and provides updates to applicable, tools and information systems within their area of work.</li> <li>• Guides pan-Profession colleagues, customers, and suppliers for integrating their activities into the verification and validation of the support solution.</li> </ul>
<p><b>Awareness</b></p>	<ul style="list-style-type: none"> <li>• Assists in the production and review of supportability cases and the format structure and content of supportability reports.</li> <li>• Ability to review low complex aspects or parts of the support solution and maintenance regime, within set parameters.</li> <li>• Has a basic understanding in all the different types of support options.</li> <li>• Aware of the need to conduct risk management and production of 'Get Well' and/or 'Stay Well' plans.</li> <li>• Understands the need to conduct verification and validation of logistic data and information, understanding their role in data integrity for sharing information to the appropriate owner.</li> </ul>

# Technical Competences – Operational Delivery Management Sub-Profession

## **Operational Delivery Management**

There will be no specific Operational Delivery Management technical competencies, instead individuals within these roles will utilise the 'generic' Operational Delivery technical competencies (Stakeholder Management & Continuous Improvement to optimise support) plus selected technical competencies from the other Operational Delivery Sub-Professions, as specified within the Operational Delivery Management Success Profiles.

# Technical Competences – Logistics Execution Sub- Profession

## Managing support, supplier and customer networks

Manages both internal and external supplier/ customer relationships (**whether this requires maintaining, deepening, renegotiating or termination of arrangements**) to drive collective improvements in the outcomes of DE&S supply chain management

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>• Sets policy for the overarching global or national Defence Support Network and broader future strategic direction</li> <li>• Influences UK &amp; International government departments and/or Industry senior management on Support Networks</li> <li>• Acts as thought leader in establishing meaningful metrics to measure the contributions of all aspects of the support network</li> </ul>
Expert	<ul style="list-style-type: none"> <li>• Understands, can explain and applies knowledge of DE&amp;S relationship management strategies to ensure the success of the network of groups involved in the supply chain</li> <li>• Champions supplier innovation as well as supply chain improvements by identifying and managing new Strategic Partners, building relationships with these partners and implementing beneficial solutions that are informed by both best practice and aligned to strategic aims</li> <li>• Determines the need, nature and degree of third-party services required; setting and communicating clear plans, which include stakeholder engagement</li> <li>• Demonstrates a deep understanding of the DE&amp;S support network, appropriately handles disputes, and maximises the benefits of working together to develop successful long term partnership relationships</li> <li>• Maintains and applies a holistic view of strategic suppliers and customers by embedding appropriate governance, review mechanisms, establishing performance metrics and encouraging positive behaviours</li> </ul>
Practitioner	<ul style="list-style-type: none"> <li>• Leads and influences relationships with suppliers, customers and third parties to deliver improvements to solutions, quality and value for money</li> <li>• Demonstrates knowledge and experience of delivering requirements under a range of contractual arrangements</li> <li>• Resolves support network conflicts by applying a detailed understanding of the priorities, capabilities, accountabilities and performance of the groups that make up the end-to-end support network</li> <li>• Applies a thorough understanding of the benefits of transactional and partnering relationships by contributing to initiatives to work more closely with stakeholders, applying techniques to manage relationships and to initiate new processes to solve problems in an agile way</li> <li>• Establishes appropriate governance and review mechanisms and encourages positive, collaborative behaviours</li> <li>• Understands and articulates critical success factors for the support network to others within the team, including a detailed insight into the history of supplier relationships and commercial agreements</li> </ul>

<p><b>Supervised Practitioner</b></p>	<ul style="list-style-type: none"> <li>• Develops commercial relationships within support networks, as well as being able to provide challenge and maintains integrity to provide agreed services to customers</li> <li>• Works alongside a wide range of stakeholders across the support network, building an understanding of their needs and seeking advice on next steps when faced with unfamiliar scenarios</li> <li>• Understands critical success factors for the support network and how these could impact the overall supply chain</li> <li>• Influences Suppliers to deliver at a high standard and to achieve measurable improvements in service levels through innovation and development</li> <li>• Applies growing commercial understanding to suggest actions that may help the support network to remain flexible and able to cope with changes</li> </ul>
<p><b>Awareness</b></p>	<ul style="list-style-type: none"> <li>• Understands the processes within the support network, including the use of IT and Tools to gain information</li> <li>• Contributes to and maintains relationships with support networks and/or additional stakeholders by applying relationship management strategies with increasing confidence</li> <li>• Demonstrates an understanding of key stakeholders within the support network, those in areas of responsibility, and the information requirements across the supply chain</li> <li>• Understands factors that are critical to the success of a support network and strives to gather information to support these factors, including information on a supplier's requirements and performance</li> <li>• Knows the importance of data integrity and adherence to legislation in the process of service delivery</li> <li>• Confidently identifies issues within stages of the support network and raises them appropriately to ensure they are resolved"</li> </ul>

## Customer service

The ability to understand and influence customer requirements and deliver against them

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>Leads, delivers on and understands customer service/support requirements and expectations across the wider MoD, OGDs and industry</li> <li>Understands critical moments to customer service/support requirements across all parts of the delivery chain, the impacts of poor service and implements practices to prevent this (e.g. behavioural codes, key performance indicators and training)</li> <li>Demonstrates knowledge and experience across industry to inform and implement sustained improvements in standards of customer service</li> <li>Facilitates new, flexible ways of collaborative working across domains and sub-Professions through pan-Profession teams structured around supporting customer service delivery</li> <li>Analyses and solves complex issues that are impacting customer service</li> <li>Consults others on and role models principles that promote the achievement of customer requirements</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>Participates in developing and defining Service Delivery Policy and Process by applying an in-depth knowledge of DE&amp;S supply chains</li> <li>Acts as a subject matter expert in interpreting, applying and adhering to customer requirements</li> <li>Clarifies, articulates and influences customer and delivery partner requirements to improve service delivery</li> <li>Recognises customer service trends, diagnoses gaps in existing services and develops solutions to improve reliability and availability</li> <li>Develops and implements appropriate Customer Service Plans for service delivery, whilst balancing costs, policy and people considerations</li> <li>Demonstrates and champions positive customer service behaviours</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>Implements governance structures to deliver customer requirements and meets high standards of service</li> <li>Interacts with and applies a detailed understanding of the DE&amp;S internal customers, processes and external customers</li> <li>Develops proposals to improve service quality by adapting to challenges and engaging with a diverse range of stakeholders, including delivery partners</li> <li>Establishes support plans and seeks endorsement and approval through appropriate delegated authority to secure resources to deliver</li> <li>Reviews and shares Learning from Experience (LFE) and recommends improvements to maximise customer satisfaction</li> <li>Monitors and analyses data to track that the availability and reliability of equipment is maintained</li> </ul>

<p><b>Supervised Practitioner</b></p>	<ul style="list-style-type: none"> <li>• Understands customer support requirements and how these can be met in accordance with business objectives and procurement/support strategies</li> <li>• Engages regularly with the customers to provide timely updates, makes recommendations to amend plans in line with customer feedback and understands when the escalate challenges for complex requests</li> <li>• Interacts with Delivery teams to agree and define customer priorities to manage workloads</li> <li>• Develops support plans and reports with guidance from leading practice and subject matter experts</li> </ul>
<p><b>Awareness</b></p>	<ul style="list-style-type: none"> <li>• Understands the purpose of delivering high levels of customer service and in meeting specific customer support requirements</li> <li>• Begins to build a wider network with the broad roles, Professions and delivery partners linked in delivering customer support across the procurement/support processes</li> <li>• Interacts with customers to resolve queries, empowers them to use DE&amp;S support services efficiently and inspires confidence in the DE&amp;S Delivery Model</li> <li>• Recognises the importance and impact of the 'Six 'Rs' on Customer Support requirements (Provide customer with Right goods/service at the right time, in right place, at right quantity, cost and quality)</li> </ul>

## Making evidence-based decisions

The capability to select analyse and understand appropriate sources of information to inform decisions and actions

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>• Selects the most appropriate support information to evidence strategic choices on the global or national support agenda in accordance with DE&amp;S priorities</li> <li>• Demonstrates strategic thinking by making timely decisions to meet operational support goals</li> <li>• Advises on strategic decision making based on support information and external leading practice</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>• Foresees the potential positive and negative impacts of support data and acts accordingly to manage opportunities/risks</li> <li>• Prioritises the most critical issues when faced with complex problems effectively by clarifying understanding of the problem and considering stakeholder's expectations to seek the best option from the data available</li> <li>• Collates and presents reasonable assumptions from a wide range of incomplete and complex data</li> <li>• Analyses and evaluates data from multiple sources to identify support options, risks and opportunities so that well-reasoned response can be taken</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>• Identifies and implements appropriate processes and procedures to monitor support contracts and to check deliverables can be achieved</li> <li>• Analyses a broad range of relevant and credible information sources that can be applied in support decisions</li> <li>• Invites challenge and, where appropriate, engages with others in information gathering and data analysis to present support recommendations</li> <li>• Understands and applies data analysis techniques to a wide range of data to identify costs benefits, risks, trends and potential support options</li> <li>• Recognises situations in which an escalation or delegated support decision is appropriate</li> </ul>

<b>Supervised Practitioner</b>	<ul style="list-style-type: none"> <li>• Ensures information and data is accurate, easily located and reusable</li> <li>• Identifies gaps in information and can creates strategies to help correct them</li> <li>• Uses a variety of communication styles to collect and present accurate information from multiple sources</li> <li>• Explains clearly how a decision has been reached from data collected to a range of audiences</li> </ul>
<b>Awareness</b>	<ul style="list-style-type: none"> <li>• Articulates relevant procedures and processes that relate to support information.</li> <li>• Understands the importance of relevant and timely data provision from suppliers and partners to assist in monitoring accurately</li> <li>• Considers the implications of analysis carried out using data collected before confirming how to approach an issue</li> <li>• Understands when to seek clarification on decisions following data analysis</li> <li>• Monitors and stores critical data securely, accurately, confidentially and responsibly</li> <li>• Makes and records effective decisions utilising the appropriate information, frameworks or data</li> </ul>

## Enhancing service support systems

The ability to measure, control, manage and identify improvements to service support to the OD (Operational Delivery) Profession.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>Champions and delivers a culture that emphasises continuous improvement in support, efficiency and value for money</li> <li>Demonstrates a clear focus on maximising resource efficiency by continually questioning measuring techniques and data against strategic priorities</li> <li>Interprets a wide range of support data and performance information and uses this to determine policy and strategy delivery</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>Understands the importance of analysing, controlling and managing data and uses insights from data analysis to provide appropriate support to the business</li> <li>Prioritises the most critical issues when faced with complex problems by clarifying understanding of the problem and considering stakeholder's expectations to seek the best option from the data available</li> <li>Manages risks and cost drivers impacting DE&amp;S strategic support priorities</li> <li>Makes and encourages evidence-based decision making by challenging high risk support options</li> <li>Foresees potential positive and negative impacts of support data and acts accordingly to manage opportunities/risks</li> <li>Collates and presents reasonable assumptions from a wide range of incomplete and complex data sets</li> <li>Analyses and evaluates data from multiple sources to identify support options, risks or opportunities so that well-reasoned response can be taken</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>Identifies and uses appropriate performance management and support data to prepare forecasts</li> <li>Manages and monitors performance against agreed plans</li> <li>Applies appropriate procedures to monitor contracts or agreements and ensure deliverables are achieved</li> <li>Monitors the use of resources in line with organisational procedures and plans and holds stakeholders to account for their commitments</li> <li>Utilises management information available to flag issues to relevant stakeholders so that appropriate action can be taken</li> <li>Interprets a wide range of support data and management information to make effective and informed decisions</li> </ul>

<b>Supervised Practitioner</b>	<ul style="list-style-type: none"> <li>• Ensures that information and data collected is accurate, easily located, auditable and reusable</li> <li>• Demonstrates personal responsibility for maintaining data</li> <li>• Challenges data sources to achieve accuracy and sustainability</li> <li>• Ensures that required control procedures and practices are maintained</li> <li>• Takes personal action to monitor data and resources against plans and raises concerns appropriately</li> <li>• Identifies and flags variances to appropriate authority</li> <li>• Makes recommendations for appropriate actions following data analysis"</li> </ul>
<b>Awareness</b>	<ul style="list-style-type: none"> <li>• Identifies the most valid data source to resolve a particular query</li> <li>• Handles data confidently and collates information to inform decision making</li> <li>• Articulates the requirement to maintain required measuring procedures and practices</li> <li>• Develops an understanding for the concept of data integrity and can follow basic principles to ensure data integrity is maintained</li> </ul>

## Accounting for MoD Inventory

Assures that all MoD inventory is accurately maintained, valued and financially accounted for in accordance with Inventory Accounting Policy and Procedure.

Level	Descriptors
<b>Authority</b>	<ul style="list-style-type: none"> <li>• Assumes responsibility for the delivery of inventory management strategy through actions taken to remedy and resolve issues</li> <li>• Demonstrates a deep specialist knowledge of the MoD supply chain and DE&amp;S processes adopted to inventory management</li> <li>• Leads initiatives and develops recommendations for ways to integrate industry best practice to continuously improve inventory management at DE&amp;S</li> <li>• Champions a system of compliance checks and controls to ensure that Inventory Accounting policy is being adhered to.</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>• Drives the delivery of actions to remedy and resolve operational Domain Inventory issues</li> <li>• Leads DE&amp;S in implementing a system of compliance checks and controls to ensure that Inventory Accounting policy is being adhered to.</li> <li>• Utilises strong analytical skills to evaluate and interpret inventory policy and procedures to manage the MoD inventory.</li> <li>• Makes operational improvement and recommendations to the DE&amp;S inventory management system</li> </ul>
<b>Practitioner</b>	<ul style="list-style-type: none"> <li>• Writes accurate and timely reports to support the appropriate Accounting of Inventory</li> <li>• Identifies whether Inventory Accounting policies and procedures, including those for Government Furnished Equipment, are correctly followed and can initiate corrective action as necessary</li> <li>• Identifies and can explain the different treatment of Capital Spares and Consumables</li> <li>• Applies expertise to identify anomalies with accounts and investigates possible causes</li> <li>• Understands how inventory information is managed and reported.</li> <li>• Employs Inventory System (IS) knowledge and skills to record commitments and manage spending against budgets.</li> <li>• Understands the relationship between Log IS supply systems</li> <li>• Differentiates the rules and techniques associated with Inventory Accounting policy and applies the correct procedures.</li> <li>• Ensures that Inventory Accounting transactions are accurately recorded and maintained</li> <li>• Analyses inventory data to identify anomalies</li> <li>• Writes and communicates management information reports to identify performance shortfalls and anomalies</li> </ul>

<p><b>Supervised Practitioner</b></p>	<ul style="list-style-type: none"> <li>• Displays a sound judgement over financial limits for committing expenditure and the likely effects of holding Inventory on Accounts.</li> <li>• Demonstrates an awareness and purpose of Inventory Accounts and associated transactions.</li> <li>• Liaises with customers and colleagues to understand transactions and interpret actions taking place</li> <li>• Understands the need to monitor commitment and spend against delegated budget</li> <li>• Keeps up to date with new contractual arrangements regarding inventory management, supply systems and accounts</li> </ul>
<p><b>Awareness</b></p>	<ul style="list-style-type: none"> <li>• Explains the requirement for materiel accounting of assets, the need to report appropriately and maintaining accurate audit trails in-line with DE&amp;S policy and procedures</li> <li>• Demonstrates an awareness of the purpose and format of material accounts and associated transactions.</li> <li>• Is aware of relevant Log IS supply systems to DE&amp;S and the importance of Inventory Accounting</li> </ul>

## Distribution and Warehousing

Enables the supply chain by delivering secure, effective and complaint logistics operations and distribution

Level	Descriptors
Authority	<ul style="list-style-type: none"> <li>Unlikely to be applicable to this competence</li> </ul>
Expert	<p>*Indicative content*</p> <ul style="list-style-type: none"> <li>Utilises warehousing and distribution expertise to develop and implement organisational policies and procedures</li> <li>Delivers multiple complex high-value contracts in line with safety and time constraints</li> <li>Manages operations across DE&amp;S distribution system and provides specialist insight in risks, equipment, transport and storage requirements</li> <li>Leads continuous improvement in DE&amp;S warehousing and distribution by providing a deep expertise on new technological developments, knowledge of the requirements of key stakeholders and shaping strategies to produce measurable improvements</li> </ul>
Practitioner	<p>*Indicative content*</p> <ul style="list-style-type: none"> <li>Manages a subsection of DE&amp;S warehousing and distribution network</li> <li>Delivers complex and high value contracts to agreed standards and timeframes</li> <li>Utilises available tools and technologies to support evidence based and timely decisions</li> <li>Applies expertise on warehouse operations, distribution, policy to plan inventory appropriately</li> <li>Aligns colleagues, suppliers and customers towards existing and forward-looking service delivery/maintenance plans</li> </ul>
Supervised Practitioner	<p>*Indicative content*</p> <ul style="list-style-type: none"> <li>Completes a growing selection of warehousing tasks by implementing processes, escalating issues and supporting others</li> <li>Applies policies and tools to enable high performance on indicators such as cost, quality, time and safety</li> <li>Develops an increasingly specialist knowledge of the most appropriate distribution techniques, supplies and packing methods to utilise</li> </ul>
Awareness	<p>*Indicative content*</p> <ul style="list-style-type: none"> <li>Develops knowledge about applicable policies, tools and processes to the warehouse and distribution system</li> <li>Takes on feedback and guidance from supervisors to improve processes and tools adopted</li> <li>Questions, escalates and learns about potential risks encountered</li> </ul>