DE&S functional competence framework

Integrated Logistics

Defence Equipment & Support

Contents

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	• Sets policy for the overarching global or national Defence Support Network and broader future strategic direction • Influences UK & International government departments and/or Industry senior management on Support Networks • Acts as thought leader in establishing meaningful metrics to measure the contributions of all aspects of the support network
Expert	• Understands, can explain and applies knowledge of DE&S relationship management strategies to ensure the success of the network of groups involved in the supply chain • 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 • Determines the need, nature and degree of third party services required; setting and communicating clear plans, which include stakeholder engagement • Demonstrates a deep understanding of the DE&S support network, appropriately handles disputes, and maximises the benefits of working together to develop successful long term partnership relationships • Maintains and applies a holistic view of strategic suppliers and customers by embedding appropriate governance, review mechanisms, establishing performance metrics and encouraging positive behaviours
Practitioner	• Leads and influences relationships with suppliers, customers and third parties to deliver improvements to solutions, quality and value for money • Demonstrates knowledge and experience of delivering requirements under a range of contractual arrangements • 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 • 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 • Establishes appropriate governance and review mechanisms and encourages positive, collaborative behaviours • 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

Supervised Practitioner	• Develops commercial relationships within support networks, as well as being able to provide challenge and maintains integrity to provide agreed services to customers
	• 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
	• Understands critical success factors for the support network and how these could impact the overall supply chain
	• Influences Suppliers to deliver at a high standard and to achieve measurable improvements in service levels through innovation and development
	• Applies growing commercial understanding to suggest actions that may help the support network to remain flexible and able to cope with changes
Awareness	• Understands the processes within the support network, including the use of IT and Tools to gain information
	• Contributes to and maintains relationships with support networks and/or additional stakeholders by applying relationship management strategies with increasing confidence
	• Demonstrates an understanding of key stakeholders within the support network, those in areas of responsibility, and the information requirements across the supply chain
	• 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
	• Knows the importance of data integrity and adherence to legislation in the process of service delivery
	• Confidently identifies issues within stages of the support network and raises them appropriately to ensure they are resolved"

Customer service

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

Level	Descriptors
Authority	• Leads, delivers on and understands customer service/support requirements and expectations across the wider MOD, OGDs and industry • 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) • Demonstrates knowledge and experience across industry to inform and implement sustained improvements in standards of customer service • Facilitates new, flexible ways of collaborative working across domains and sub functions through cross-functional teams structured around supporting customer service delivery • Analyses and solves complex issues that are impacting customer service • Consults others on and role models principles that promote the achievement of customer requirements
Expert	• Participates in developing and defining Service Delivery Policy and Process by applying an in-depth knowledge of DE&S supply chains • Acts as a subject matter expert in interpreting, applying and adhering to customer requirements • Clarifies, articulates and influences customer and delivery partner requirements to improve service delivery • Recognises customer service trends, diagnoses gaps in existing services and develops solutions to improve reliability and availability • Develops and implements appropriate Customer Service Plans for service delivery, whilst balancing costs, policy and people considerations • Demonstrates and champions positive customer service behaviours
Practitioner	• Implements governance structures to deliver customer requirements and meets high standards of service • Interacts with and applies a detailed understanding of the DE&S internal customers, processes and external customers • Develops proposals to improve service quality by adapting to challenges and engaging with a diverse range of stakeholders, including delivery partners • Establishes support plans and seeks endorsement and approval through appropriate delegated authority to secure resources to deliver • Reviews and shares Learning from Experience (LFE) and recommends improvements to maximise customer satisfaction • Monitors and analyses data to track that the availability and reliability of equipment is maintained
Supervised Practitioner	• Understands customer support requirements and how these can be met in accordance with business objectives and procurement/support strategies • 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 • Interacts with Delivery teams to agree and define customer priorities to manage workloads • Develops support plans and reports with guidance from leading practice and subject matter experts

Awareness	• Understands the purpose of delivering high levels of customer service and in meeting specific customer support requirements
	• Begins to build a wider network with the broad roles, functions and delivery partners linked in delivering customer support across the procurement/support processes
	• Interacts with customers to resolve queries, empowers them to use DE&S support services efficiently and inspires confidence in the DE&S Delivery Model
	• 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)

Making evidence based decisions

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

Level	Descriptors
Authority	• Selects the most appropriate support information to evidence strategic choices on the global or national support agenda in accordance with DE&S priorities • Demonstrates strategic thinking by making timely decisions to meet operational support goals • Advises on strategic decision making based on support information and external leading practice
Expert	• Foresees the potential positive and negative impacts of support data and acts accordingly to manage opportunities/risks • 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 • Collates and presents reasonable assumptions from a wide range of incomplete and complex data • Analyses and evaluates data from multiple sources to identify support options, risks and opportunities so that well-reasoned response can be taken
Practitioner	• Identifies and implements appropriate processes and procedures to monitor support contracts and to check deliverables can be achieved • Analyses a broad range of relevant and credible information sources that can be applied in support decisions • Invites challenge and, where appropriate, engages with others in information gathering and data analysis to present support recommendations • Understands and applies data analysis techniques to a wide range of data to identify costs benefits, risks, trends and potential support options • Recognises situations in which an escalation or delegated support decision is appropriate
Supervised Practitioner	• Ensures information and data is accurate, easily located and reusable • Identifies gaps in information and can creates strategies to help correct them • Uses a variety of communication styles to collect and present accurate information from multiple sources • Explains clearly how a decision has been reached from data collected to a range of audiences
Awareness	• Articulates relevant procedures and processes that relate to support information. • Understands the importance of relevant and timely data provision from suppliers and partners to assist in monitoring accurately • Considers the implications of analysis carried out using data collected before confirming how to approach an issue • Understands when to seek clarification on decisions following data analysis • Monitors and stores critical data securely, accurately, confidentially and responsibly • Makes and records effective decisions utilising the appropriate information, frameworks or data

Enhancing service support systems

The ability to measure, control, manage and identify improvements to service support to the iLog function

Level	Descriptors
Authority	• Champions and delivers a culture that emphasises continuous improvement in support, efficiency and value for money • Demonstrates a clear focus on maximising resource efficiency by continually questioning measuring techniques and data against strategic priorities • Interprets a wide range of support data and performance information and uses this to determine policy and strategy delivery
Expert	• Understands the importance of analysing, controlling and managing data and uses insights from data analysis to provide appropriate support to the business • 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 • Manages risks and cost drivers impacting DE&S strategic support priorities • Makes and encourages evidence based decision making by challenging high risk support options • Foresees potential positive and negative impacts of support data and acts accordingly to manage opportunities/risks • Collates and presents reasonable assumptions from a wide range of incomplete and complex data sets • Analyses and evaluates data from multiple sources to identify support options, risks or opportunities so that well-reasoned response can be taken
Practitioner	• Identifies and uses appropriate performance management and support data to prepare forecasts • Manages and monitors performance against agreed plans • Applies appropriate procedures to monitor contracts or agreements and ensure deliverables are achieved • Monitors the use of resources in line with organisational procedures and plans and holds stakeholders to account for their commitments • Utilises management information available to flag issues to relevant stakeholders so that appropriate action can be taken • Interprets a wide range of support data and management information to make effective and informed decisions
Supervised Practitioner	• Ensures that information and data collected is accurate, easily located, auditable and reusable • Demonstrates personal responsibility for maintaining data • Challenges data sources to achieve accuracy and sustainability • Ensures that required control procedures and practices are maintained • Takes personal action to monitor data and resources against plans and raises concerns appropriately • Identifies and flags variances to appropriate authority • Makes recommendations for appropriate actions following data analysis"

Awareness	• Identifies the most valid data source to resolve a particular query
	• Handles data confidently and collates information to inform decision making
	• Articulates the requirement to maintain required measuring procedures and practices
	• Develops an understanding for the concept of data integrity and can follow basic principles to ensure data integrity is maintained

Effective Logistics knowledge/info management and data standards (SCM Sub-function)

Maintaining and improving standards of data quality and info/knowledge management through applying accurate logistics data, using appropriate inventory analysis tools to forecast requirements, maintaining appropriate stock levels and supporting others.

Level	Descriptors
Authority	• Provides convincing guidance on Information System (IS) policy and processes by applying analysis of supply chain data, leading industry practices and significant supply chain management experience within DE&S and beyond • Evaluates supply chain data management processes and implements corrective plans to resolve complex supplier and customer issues • Understands IS systems in-depth and applies this knowledge with contractors to identify potential issues and initiates remedial action, with the agreement of relevant parties, to ensure the integrity of data and management information is maintained.
Expert	• Utilises detailed knowledge of the different characters of IS systems (including their limitations) and the relationships between them to inform data standards at DE&S. • Identifies and implements improvements and convergence initiatives for knowledge/info management and data standards • Applies knowledge of IS systems to identify and initiate remedial actions required, in partnership with relevant parties both within and external to DE&S, to ensure integrity of data and management information is maintained. • Contributes to knowledge management by upskilling others in the significance of the recording data accurately by informing policies and developmental initiatives to upskill others in raising data standards
Practitioner	• Operates Supply Chain and Logistics IS within their respective domain • Applies expertise of related/equivalent systems used within external environments, as well as the associated procedures and data requirements to suggest procedure improvements • Identifies improvements and convergence initiatives in SCM IS systems • Evaluates the IS systems used by contractors, validates that their data standards are robust enough to ensure data integrity and issues recommendations to correct any gaps • Updates Item data as required, and maintains a rolling review over a programme. • Understands the data sources for modelling and the importance of maintaining data throughout the platform/equipment life; in both traditional and CLS environment.
Supervised Practitioner	• Updates item data as required and maintains a rolling review programme under supervision • Develops an understanding of the data sources for modelling and the importance of maintaining data throughout the platform/equipment life in both traditional and CLS environments"

Awareness	• Assists in data cleansing
	• Learns the impacts of poor data management in inventory performance and methods to reduce the risk of this
	• Develops an understanding of the Supply Chain and Logistics IS used within their team, how they relate to each other and associated procedures, instructions, data and information
	• Identifies the key features required to maintain data standards and upkeep
	• Understands the importance of updating data records and the processes followed for this by DE&S and suppliers

Expertise in DE&S supply chain and business requirements (SCM Sub-function competence)

Applies a detailed knowledge of the DE&S supply chain and the context in which it operates to make decisions that appropriately balance key requirements, including cost, time, compliance and performance

Level	Descriptors
Authority	• Skilfully applies a thorough knowledge of the end-to-end MOD Joint Support Chain to maximise operational performance and supply chain management (SCM) against desired outcomes • Draws on an established and strong network across DE&S and wider industry stakeholders to collaboratively develop and implement new supply policy for DE&S • Applies expertise of the end-to-end MOD Joint Support Chain to work alongside commercial partners or international allies and lead on the development and introduction of new equipment or services; whilst complying with relevant government policies, DE&S processes and responsibilities "
Expert	• Applies knowledge of the MOD Joint End-to-End Support Chain and improve all aspects on both traditional and less established support arrangements to improve the competitiveness of DE&S support offers with those of industry • Demonstrates subject-leading knowledge of the policies that affect the support DE&S provide, the responsibilities of Supply Chain Management at DE&S and can provide expert advice on the application of the policy • Applies detailed knowledge of the markets in which Project or Portfolio operates, manages risks and health and safety in the supply chain. • Draws on subject matter expertise to interpret data when forecasting both qualitatively (scenario planning) and quantitatively (causal models) • Writes and evaluate SCM project/contract documents with confidence • Conducts reviews and updates documentation so that DE&S SCM requirements are clearly specified in areas such as performance, time and cost.
Practitioner	• Applies knowledge of DE&S specific requirements to evaluate new developments and technology in storage, distribution, SCM and support information systems (SIS). • Utilises both knowledge of DE&S requirements and logistics experience to identify process improvements and solutions to logistical challenges • Demonstrates understanding and application of Joint Support Chain policy documents and responds confidently to policy guidance requests and improvements
Supervised Practitioner	• Understands the market in which their Project or Portfolio operates to set effective risk management for the Supply Chain. • Applies considerations of the business and customer specific requirements to tasks to improve the quality of performance, such as the initial and re-supply of spares. • Implements and identifies continuous improvement to the Joint Support Chain. • Applies relevant logistics practices to MOD business and the Joint Supply Chain. • Writes initial DE&S SCM project/contract documentation, under supervision, whilst ensuring that DE&S SCM requirements are appropriately captured.

Awareness	• Demonstrates knowledge of the functions carried out by both the forward and reverse Supply Chains, as well as the wider MoD Joint Support Chain.
	• Locates Supply Chain Policy documentation in the Business Management System (BMS) and responds to simple requests for policy guidance/directs enquiries to the appropriate subject matter expert.
	• Has an awareness of how policy, concepts & plans are developed.
	• Establishes an understanding of documentation used to identify inventory requirements for arrangements that relate to SCM or Inventory support.
	• Develops a familiarity with the supplier base and markets in which their Project operates and of the requirement to identify risks in the Support Chain.

Planning demand and supply (SCM Sub-function competence)

The ability to develop, manage and monitor demand and supply plans that optimise platform and equipment inventory levels for all support arrangements. This can be achieved through considering the through-life of plans, operational excellence, cost, risk and regulation.

Level	Descriptors
Authority	• Sets, influences and can be fully responsible for the Supply Chain Management (SCM) Demand and Supply Planning for equipment managed in their Project or Portfolio. • Establishes Specialist Subject Matter Expertise to ensure policy and processes are fully adhered to and takes responsibility for the development of planning and forecasting expertise • Determines and drives planning outcomes at a broad strategic level and works across boundaries to ensure delivery of accurate, cost effective plans to meet requirements • Acts as a DE&S planning specialist at strategic governmental or industry level • Champions capability development as a role model and accepts responsibility for articulating principles, the application and design of Supply and Demand planning to professional bodies and provides counsel.
Expert	• Leads the creation and implementation of Demand and Supply Plans • Coordinates planning review processes in conjunction with suppliers, customers and support by responding to changing circumstances to optimise the inventory through life • Utilises a detailed understanding of the outputs of the Integrated Logistics Support (ILS) process and actively provides supply input • Has the knowledge and ability to identify and apply a wide range of forecasting techniques to ensure well-reasoned projections for complex data • Applies expertise to identify and analyse trends, diagnose problems and recommend solutions to facilitate planning improvements in forecasts • Assists the Supply/Support process from planning through to initial provisioning in all types of Support arrangements • Discusses and corrects any issues in plans that would signify divergence or breach of organisational policy • Understands the importance of utilising Inventory Analysis and forecasting tools and recognises when it is appropriate to seek advice from the appropriate authority and/or Subject Matter Experts across all Functions

Practitioner	• Evaluates the elements of Demand and Supply plans and how they combine to optimise inventory, distribution and storage • Demonstrates and ensures that supply plans provided by contractors are aligned with current policy and/or contractual obligations, whilst capturing requirements throughout the life of the Support Solution. • Contributes to the creation and development of supply plans for specific requests and is working towards becoming responsible for them. • Recognises and applies appropriate buying algorithms for Projects or Portfolios to link forecast demand to optimum buying quantity • Recognises when items requiring impairments or provisions are entered into the accounts • Identifies and selects the forecasting techniques best suited to the Inventory range to produce accurate forecast demand. • Understands the necessity, and contributes to regular reviews of plans through-life and how changes affect multiple elements of the plan. • Understands the range of Inventory Analysis tools available and recognises when they should be utilised within the Concept Assessment Development Manufacturing In-Service Disposal (CADMID) cycle. • Understands the processes required to ensure that range, scale value, alignment to policy/organisational requirements and availability of inventory is optimised through life. • Recognises and seeks to further understanding of the constituent parts that make up ILS process and how these contribute to addressing supply chain and inventory forecasting issues.
Supervised Practitioner	• Recognises the different elements of Demand and Supply plans and how they combine to optimise inventory, distribution and storage • Identifies and understands the importance of ensuring that supply plans provided by contractors are in line with existing policy/organisational requirements throughout the life of the Support Solution • Understands basic buying algorithms utilised in forecasting • Establishes an understanding of the purpose and reasoning behind the production of Demand and Supply plans; and the principles of Ranging and Scaling
Awareness	• Builds a recognition of the purpose of demand planning and the SCM role in its creation and maintenance • Has an understanding of the requirement that all support arrangements should include the development and maintenance of an effective supply plan throughout the life of a support solution. • Becomes competent in the overarching ILS principles and their relation to Initial Provisioning. • Recognises the different techniques for forecasting demand and accurately predicting the optimum quantity to buy. • Identifies the purpose of terms such as, Ranging and Scaling, in relation to Inventory and which SMEs to approach for guidance and direction.

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
Authority	• Assumes responsibility for the delivery of inventory management strategy through actions taken to remedy and resolve issues • Demonstrates a deep specialist knowledge of the MOD supply chain and DE&S processes adopted to inventory management • Leads initiatives and develops recommendations for ways to integrate industry best practice to continuously improve inventory management at DE&S • Champions a system of compliance checks and controls to ensure that Inventory Accounting policy is being adhered too.
Expert	• Drives the delivery of actions to remedy and resolve operational Domain Inventory issues • Leads DE&S in implementing a system of compliance checks and controls to ensure that Inventory Accounting policy is being adhered too. • Utilises strong analytical skills to evaluate and interpret inventory policy and procedures to manage the MOD inventory. • Makes operational improvement and recommendations to the DE&S inventory management system
Practitioner	• Writes accurate and timely reports to support the appropriate Accounting of Inventory • Identifies whether Inventory Accounting policies and procedures, including those for Government Furnished Equipment, are correctly followed and can initiate corrective action as necessary • Identifies and can explain the different treatment of Capital Spares and Consumables • Understands how inventory information is managed and reported. • Applies expertise to identify anomalies with accounts and investigates possible causes • Employs Inventory System (IS) knowledge and skills to record commitments and manage spending against budgets. • Understands the relationship between Log IS supply systems • Differentiates the rules and techniques associated with Inventory Accounting policy and applies the correct procedure. • Ensures that Inventory Accounting transactions are accurately recorded and maintained • Analyses inventory data to identify anomalies • Writes and communicates management information reports to identify performance shortfalls and anomalies

Supervised Practitioner	• Displays a sound judgement over financial limits for committing expenditure and the likely effects of holding Inventory on Accounts.
	• Demonstrates an awareness and purpose of Inventory Accounts and associated transactions.
	• Liaises with customers and colleagues to understand transactions and interpret actions taking place
	• Understands the need to monitor commitment and spend against delegated budget
	• Keeps up-to-date with new contractual arrangements regarding inventory management, supply systems and accounts
Awareness	• Explains the requirement for materiel accounting of assets, the need to report appropriately and maintaining accurate audit trails in-line with DE&S policy and procedures
	• Demonstrates an awareness of the purpose and format of material accounts and associated transactions.
	• Is aware of relevant Log IS supply systems to DE&S and the importance of Inventory Accounting

Supplier and supply chain performance evaluation (SCM Sub-function competence)

Applying a detailed understanding of suppliers and the wider supply chain network that DE&S operates in to enable effective Supply Chain monitoring and improvements.

Level	Descriptors
Authority	• Leads Supply chain performance evaluation in DE&S and across industry as a subject matter expert in a range of contract types and performance measurement techniques • Utilises performance metrics to make informed decisions, drive improvements and efficiencies into managing the E2E Supply Chain • Evaluates performance management of the Joint Service Command supply chain to make recommendations on more complex metrics and systems used in wider industry that can be used to better meet the wider business need
Expert	• Writes Supply Chain Management (SCM) reports and documents to support future procurement strategy decisions • Leads complex discussions with contractors and customers on a range of supply chain performance issues • Evaluates and analyses SCM data to implement measurable support change improvements (e.g. on cost or quality indicators) • Applies continuous improvement techniques to improve DE&S SCM policy and process
Practitioner	• Agrees, analyses and monitors performance metrics to recognise the factors driving supplier performance as well as escalating risks in compliance to contract requirements appropriately • Takes appropriate responses to risks presented by metrics and KPIs by reassuring key stakeholders and working with stakeholder to create timely solutions to problems • Utilises supply chain analytical tools to assist in identifying and designing supply chain improvements or changes required • Designs metrics to provide appropriate levels of governance, accountability and incentives for DE&S processes and suppliers • Evaluates the effectiveness of performance measurements and metrics in achieving their intended purpose
Supervised Practitioner	• Demonstrates an understanding of inventory characteristics and analytical techniques used to improve supply chain management and optimise inventory levels • Monitors supplier performance across a range of contract types (e.g. contacts with industry and collaborative arrangements) to verify if they are in line with supply chain policy requirements.
Awareness	• Takes on tasks to monitor aspects of supplier's performance against contract requirements • Develops knowledge of the requirements and methods to monitor supplier performance within contracts and collaborative arrangements that are in line with existing policy and processes. • Develops knowledge of Supply Chain analysis tools and techniques and how they can measure and develop Joint Supply Chain performance • Is aware of the need for effective supply chain performance management and of the advantages and disadvantages of the different metrics that can be used for performance measures

Expertise in managing an End to End (E2E) Supply Chain (SCM Sub-function competence)

Applies experience and knowledge of the end to end supply chain to enable both the logistics operations carried out within DE&S and those of external service providers

Level	Descriptors
Authority	• Leads on business improvements in the methods and processes involved in securing the ""optimum"" level of resources and meeting customer requirements • Demonstrates industry leading Subject Matter Expert knowledge of commercial logistics and e-business methods • Establishes leading expertise on how to manage the end to end supply chain and the importance of strategy, risk mitigation and legislation compliance across this
Expert	• Understands and articulates factors critical to the success of the network of groups involved in the supply chain, including any supplier aims and motivations • Determines the need, nature and degree of third party services required; setting and communicating clear plans, which include stakeholder engagement and future support network integration. • Manages all elements of the Supply Chain and provides insightful guidance on improvements in systems, procedures, policy, future concepts and plans. • Applies analysis on the use of a range of Business Process Mapping and Continuous Improvement techniques to improve the achievement of business requirements (e.g. on cost effectiveness, responses to change, surplus inventory disposal and asset calculations) • Demonstrates a high degree of mutual understanding and knows the benefits of working together to develop long term partnership relationships with stakeholders. • Understands and upskills others on the effect of disposal on the Resource Accounts
Practitioner	• Participates in and recognises the importance of working with and updating suppliers and customers throughout the duration of the support solution • Demonstrates knowledge of commercial logistics procedures and e-business methods, including management of inventory, to recommend improvements to the Supply Chain • Works across different elements of the Supply Chain and understands the linkages between them • Conducts periodic repairable equipment reviews in conjunction with Engineering • Optimises inventory availability to the end customer and contributes to improvement initiatives • Monitors turnaround times against contractual requirements to minimise size of repair pools, health and safety incidents and defects • Understands the need to consider policies and can apply them directly to tasks e.g. following a detailed criteria to correctly initiate disposal of inventory that is surplus to requirements • Establishes a detailed knowledge of support solutions provided by DE&S and support contracts in place • Understands the principles for management of inventory and makes sound judgements on optimum quantities required to meet known and forecasted need; taking account of operational and storage constraints.

Supervised Practitioner	• Completes tasks involved in the evaluation of new developments and technology in storage, SCM, distribution & support information systems
	• Carries out appropriate progression and escalating action with suppliers
	• Provides updates to stakeholders to manage expectations and provide updates on the availability of items
	• Establishes knowledge base of the different elements of the Supply Chain and the linkages between them (integration, operations, purchasing and distribution)
	• Understands the features of and activities to support supplier contractual relationship with customers
Awareness	• Identifies the different types of support arrangements and how each type interfaces with the supply chain.
	• Carries out activities that contribute to the practice and procedures for management of inventory
	• Learns existing policies relating to disposal of surpluses.
	• Establishes an understanding of the broad functions of the different elements of the Supply Chain and how they relate to each other.
	• Develops knowledge of Repair Loop Management and how it is performed.

Providing through life support (TTLS Sub-function framework)

"Ensuring consistent, effective and efficient Through Life Support by developing effective support solutions, arrangements and managing designed outputs during service.

Level	Descriptors
Authority	- Demonstrates a deep understanding of the variety and complexity of multiple, support options - Shapes the strategic intent of DE&S to improve the Defence support capability; - Applies specialist knowledge of the Integrated Logistics Support (ILS) Methodology to evaluate support contracts, providing strategic recommendations and influencing policy on DE&S Processes to shape the Defence Support Operating Model (DSOM); - Maintains up-to-date knowledge of current market conditions and support options to provide expert advice and guidance to DE&S Delivery Teams in development of optimised Solutions
Expert	- Initiates and leads the development and evaluation of the Development of Support Documents (ILSP), incorporating all deliverables, element plans and considerations of the appropriate management of associated risks - Leads the monitoring and evaluation of Whole Life Cost of components, cost-drivers and identified support risks to deliver Value for Money (VfM); - Drives, from a support perspective, the tendering process to select a preferred provider by ensuring requirements are satisfactorily met; - Develops recommendations to influence support arrangements by ensuring compliance to Business Management System process, Defence ILS Policy, and appropriate alignment to the Support Options Matrix (SOM) - Challenges stakeholder's (e.g. end-user, Front Line Commands, Industry, Project Manager) perceptions of Support and to drive improvements in methods of Support Delivery; - Delivers optimised ILS principles throughout the life cycle, motivating changes to the Support policy; - Manages product design data to monitor trends, identify improvements and influence changes to operational usage to achieve VfM (In-Service) - Advises and guides others on ILS principles to enable them to tailor/modify support arrangements to meet requirements - Supports the Commercial Function to ensure support requirements are incorporated within overarching contracts - Provides SME support and guidance to all Technical Through Life Support (TTLS) colleagues in the execution of their duties. **In service** - Drives changes required to support solution(s) to improve levels of support achieved through-life - Leads the delivery of effective Support Solution Reviews to maintain standards across Support deliverables, ensuring that they are defined and appropriately contracted; - Assesses support solutions to deliver optimisation through continuous improvement, which ensures VfM is achieved and the product meets legislative, safety and environmental requirements

Practitioner	• Leads the development of the ILSP, incorporating all ILS deliverables and element plans that influence the developed support arrangements
	• Applies the ILS process, BMS, defence support framework and ILS policy documentations with confidence
	• Supports and influences the improvement of Support strategy, ensuring all options are clearly defined, ILS elements and requirements are appropriately captured and promoting support within any Approving Authority submission(s)
	• Assists in the ongoing evaluation of incurred Support costs, intervention design and delivery of Support Solution reviews to improve the support solution through life (In-Service)
	• Gathers and evaluates all Whole Life Cost components, cost-drivers and identified Support Risks to improve Value for Money (VfM)
	• Illustrates commercial awareness through negotiation and engagement with the Delivery Partners to manage all contracted deliverables and contract types
	• Defines, reviews & approves initial options for support procurement specifications;
	• (Concept Assessment Demonstration Manufacture and In-Service) Manages and identifies Support risks in accordance with the BMS risk management process, involving stakeholders to support as required
	• Supports the tender assessment process by writing/evaluating Post Qualifying Questionnaires, providing a Support perspective to the bid assessment response(s) and ensuring compliance to the captured Statement of Requirements/Work (SoR/SoW);
	• Manages Technical Documentation and associated information including publication structures and delivered formats;
	• Provide support and guidance to TTLS (Supervised Practitioners) facilitating their continued development
Supervised Practitioner	• Supports the development of the ILSP and assists the development of Support Solutions through the application of ILS principles
	• Manages the Support Solution Development Tool (SSDT), coordinates outputs to meet the Key Support Areas (KSAs) and ensuring any early support options are clearly defined
	• Records reliability, maintainability, usage, engineering and whole-life cost data to identify any improvements that can be made to Support (In-Service)
	• Identifies and captures Support risks in accordance with the BMS risk management process whilst influencing stakeholders to act on risks as required (Concept, Assessment, Development and Manufacturing (CADM) and In-Service)
	• Applies DE&S iLog Processes and appropriate ILS Policy
	• Understands how support solutions can be fully integrated within different operational environments and end-users;
	• Understands the division of responsibilities (DoRs) between Integrated Logistics (iLog), Engineering and Project Management/Control
	• Achieves TTLS skills and knowledge through practical application.
Awareness	• Develops a working knowledge of the ILS Methodology to support the creation of the ILSP, which incorporate the ILS deliverables and element plans;
	• Describes and locates within the BMS the relevant processes for delivering ILS including any documentation and SoR/SoW in support of Finance/Commercial;
	• Awareness of KSAs 1-4 and can navigate the SSDT to identify support deliverables;
	• Attends support meetings to broaden awareness of ILS principles and support KSAs;
	• Identify the appropriate SME (Delivery Team, Domain, Sub-Function Lead) to approach for advice and guidance when developing support.

Maintain data standards/quality to ensure info/knowledge management (OM Sub-function competence)

Accurate logistics data is maintained and analysed through life, using appropriate Inventory Analysis tools to forecast future requirements; maintain appropriate stock levels; provide effective support and remove surplus stock from the inventory.

Level	Descriptors
Authority	• Can provide authoritative advice and guidance on existing IS policy and process • Demonstrate knowledge of the Supply Chain and Logistics IS systems used by each environment. • Ability and skill in evaluating supply chain data to hold supplier and customers to account. • Understands IS systems used by contractors and can identify and initiate remedial action, in conjunction with the contractor, to ensure integrity of data and management information is maintained.
Expert	• Knowledge of the different characters of IS systems (including their limitations) and the relationships between them. • Ability to identify and implement improvements and convergence initiatives • Knowledge of contractor IS systems and can identify and initiate remedial action, in conjunction with the contractor, to ensure integrity of data and management information is maintained. • Ability to explain the underlying rationale and significance of the various data fields and the effects that incorrect item data has on the provisioning calculation.
Practitioner	• Knowledge, Skill and ability to operate Supply Chain and Logistics IS within respective domain. • Demonstrate awareness of related/equivalent systems used within other environments, associated procedures, instructions, data and information. • Ability to identify improvement and convergence initiatives in SCM IS system • Is aware of IS systems used by contractors and can monitor the data standards of the contractor to ensure integrity of data is maintained and highlighting areas where remedial action may be necessary • Skilled in updating Item data as required, and maintains a rolling review programme. • Is able to demonstrate and understanding and apply the obsolescent/obsolete and alternative procedures • Understands the data sources for modelling and the importance of maintaining data throughout the platform/equipment life; in both traditional and CLS environment.
Supervised Practitioner	• Under supervision can update Item data as required and maintains a rolling review programme. • Knowledge of the data sources for modelling and the importance of maintaining data throughout the platform/equipment life in both traditional and CLS environment.
Awareness	• Is aware of the different Supply Chain and Logistics IS used within their environment, how they relate to each other and associated procedures, instructions, data and information • Knowledge of, and ability to, specify data standards and upkeep. • Can assist with remedial data cleansing • Understands the importance of keeping Item Data Records up to date and how this is undertaken Within DE&S and by suppliers • Understands the impacts of poor data management in inventory performance.

Making evidence based Support decisions (Ops manager Sub-function framework)

Capable of making informed decisions to support the measurement, evaluation and management of support services

Level	Descriptors
Authority	• Selects the most appropriate support information to evidence strategic decisions on the global or national support agenda in accordance with DE&S objectives • Advises on policy and strategy delivery by considering available support information, future trends and external leading practice • Demonstrates a clear focus on maximising resource efficiency by continually evaluating measuring techniques, risk and data against strategic priorities • Champions and delivers a culture that emphasises continuous improvement in support, customer requirements, DE&S commercial priorities and value for money
Expert	• Understands the importance of analysing, controlling and managing data and uses insights from data analysis to provide appropriate support to the business • 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 • Forecasts potential positive and negative impacts of support data and acts accordingly to manage opportunities/risks • Monitors risks and cost drivers impacting DE&S strategic support priorities • Champions evidence based decision making by challenging high risk support options • Collates and presents reasonable assumptions from a wide range of incomplete and complex data sets
Practitioner	• Analyses a broad range of relevant and credible information sources that can be applied in support decisions • Identifies and implements appropriate processes and procedures to monitor support contracts and to check deliverables can be achieved • Invites challenge and, where appropriate, engages with others in information gathering and data analysis to present support recommendations • Recognises situations in which an escalation or delegated support decision is appropriate • Monitors the use of resources in line with organisational procedures and holds stakeholders to account for their commitments"
Supervised Practitioner	• Applies evidence and data analysis techniques to recommend appropriate actions • Ensures that information and data collected is accurate, easily located, auditable and reusable • Identifies gaps in information and can creates strategies to help correct them • Uses an appropriate communication styles to present information from multiple sources • Explains clearly how a decision has been reached from data collected to non-specialist audiences • Demonstrates personal responsibility for maintaining data and flags variances to appropriate authority • Challenges data sources to achieve greater accuracy and improve the data insights that can be developed

Awareness	• Handles data confidently and collates information to inform decision making
	• Understands relevant procedures and processes that relate to support information
	• Considers the implications of analysis carried out using data collected before confirming how to approach an issue
	• Understands the importance of relevant and timely data provision from suppliers and partners to assist in monitoring performance
	• Monitors and stores critical data securely, accurately, confidentially and responsibly
	• Makes and records effective decisions utilising the appropriate information, frameworks or data
	• Understands when to seek clarification on decisions following data analysis.

Distribution and Warehousing

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

Level	Descriptors
Authority	• Unlikely to be applicable to this competence
Expert	*Indicative content* • Utilises warehousing and distribution expertise to develop and implement organisational policies and procedures • Delivers multiple complex, high-value contracts in line with safety and time constraints • Manages operations across DE&S distribution system and provides specialist insight in risks, equipment, transport and storage requirements • Leads continuous improvement in DE&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
Practitioner	*Indicative content* • Manages a subsection of DE&S warehousing and distribution network • Delivers complex and high value contracts to agreed standards and timeframes • Utilises available tools and technologies to support evidence based and timely decisions • Applies expertise on warehouse operations, distribution, policy to plan inventory appropriately • Aligns colleagues, suppliers and customers towards existing and forward looking service delivery/maintenance plans
Supervised Practitioner	*Indicative content* • Completes a growing selection of warehousing tasks by implementing processes, escalating issues and supporting others • Applies policies and tools to enable high performance on indicators such as cost, quality, time and safety • Develops an increasingly specialist knowledge of the most appropriate distribution techniques, supplies and packing methods to utilise
Awareness	Indicative content • Develops knowledge about applicable policies, tools and processes to the warehouse and distribution system • Takes on feedback and guidance from supervisors to improve processes and tools adopted • Questions, escalates and learns about potential risks encountered