



Strategic Command
Defence Support



What are the required competencies for the implementation and maintenance of TES thinking?

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Introduction and Background Research

- **Introduction**

- Employed by the MoD and work within the F&RP (Forecast and Resource Planning) Programme.
- Studying MSc Through-life System Sustainment apprenticeship programme between MoD and Cranfield University.

- **Overview of key topics**

- What is TES and Servitisation?
- How do you define competencies?
- What research exists and where was the gap in the research?

- **Questions to think about**

- During change and transformation programmes, what are the biggest challenges faced around people and competencies?
- What are you doing now to enhance your service competencies?

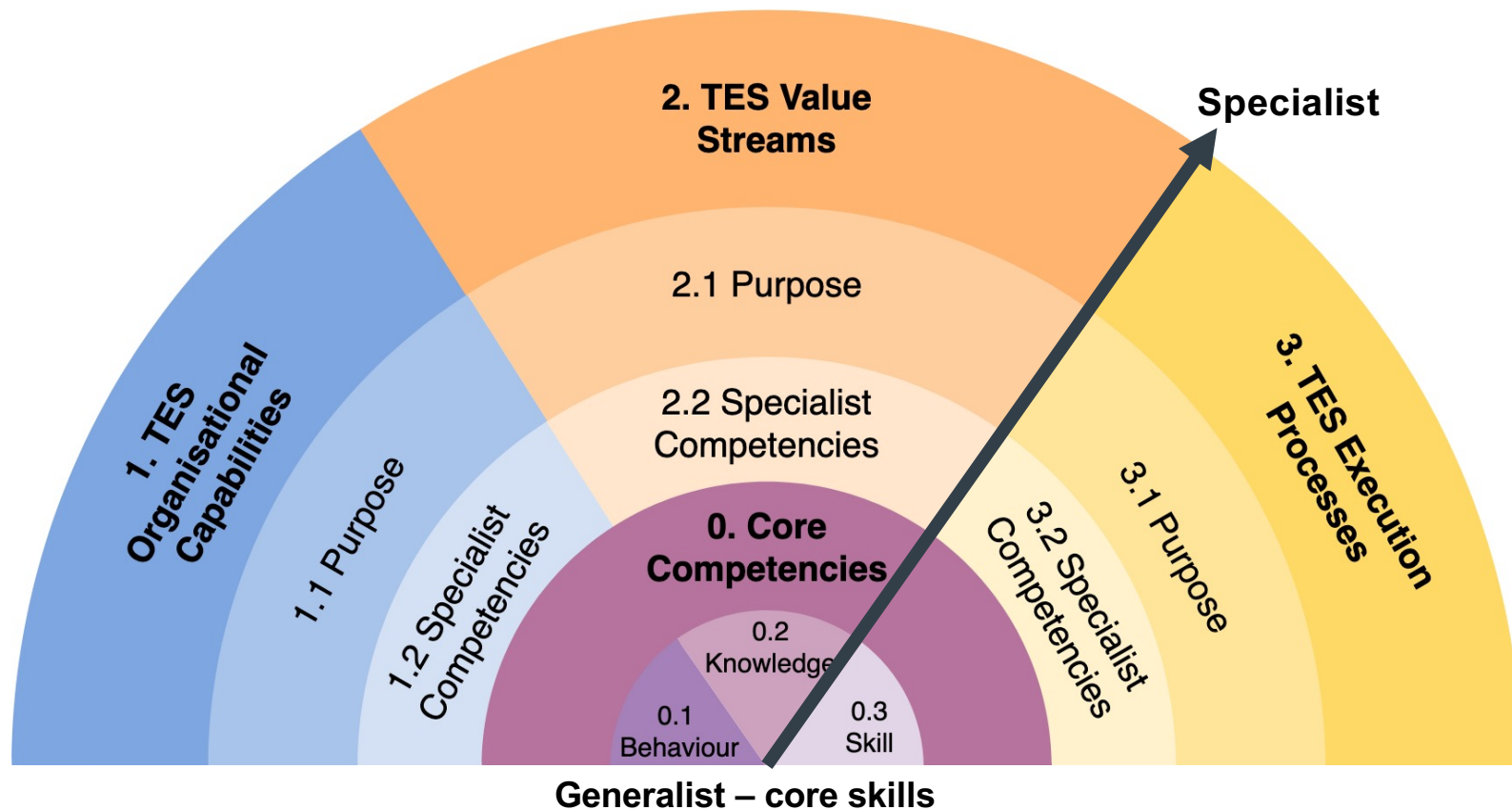
Understanding current thinking to best position our research

Research Methodology



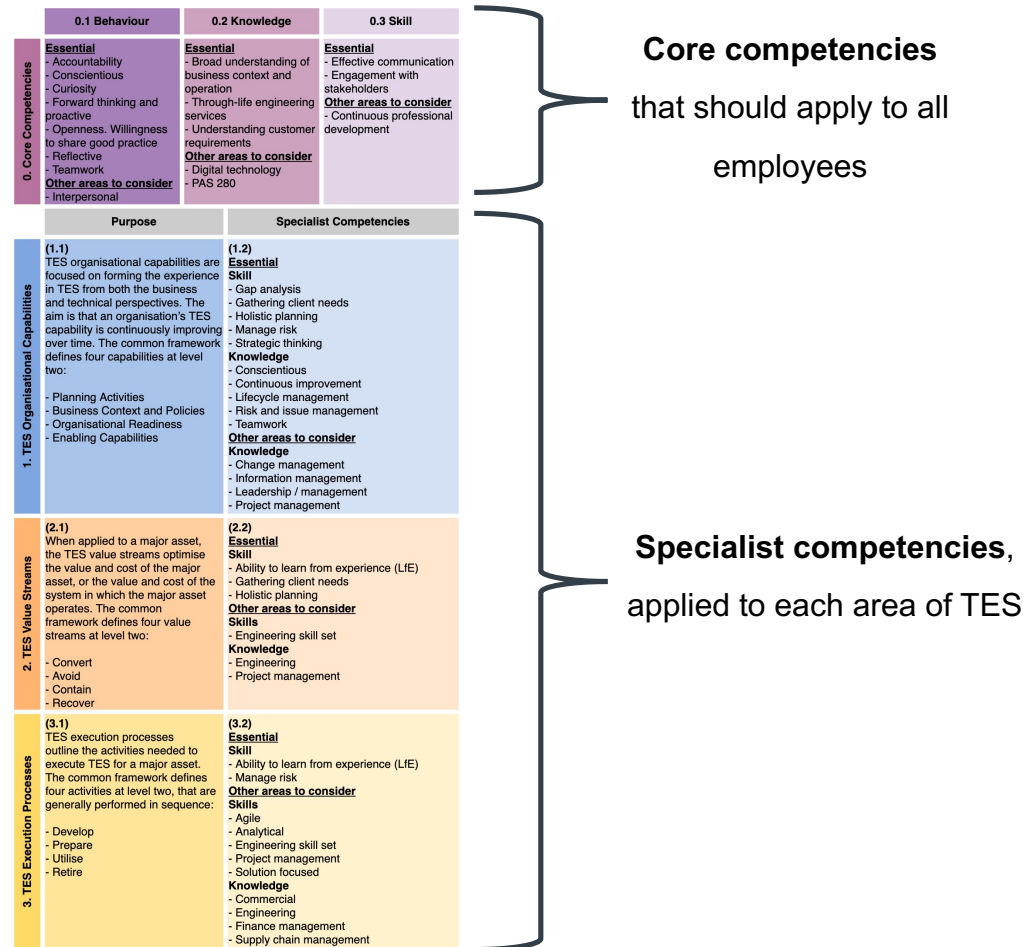
Using a structured approach to enable a successful outcome

Outcome: TES Competency Framework



Demonstrating the core and specialist competencies

TES Competency Framework



Defining the competencies needed to enable organisational success

TES Competency Framework – Core Competencies

	0.1 Behaviour	0.2 Knowledge	0.3 Skill
0. Core Competencies	<u>Essential</u> - Accountability - Conscientious - Curiosity - Forward thinking and proactive - Openness. Willingness to share good practice - Reflective - Teamwork <u>Other areas to consider</u> - Interpersonal	<u>Essential</u> - Broad understanding of business context and operation - Through-life engineering services - Understanding customer requirements <u>Other areas to consider</u> - Digital technology - PAS 280	<u>Essential</u> - Effective communication - Engagement with stakeholders <u>Other areas to consider</u> - Continuous professional development

Fundamental cross organisational competencies

TES Competency Framework – Organisational Capabilities

	Purpose	Specialist Competencies
1. TES Organisational Capabilities	(1.1) TES organisational capabilities are focused on forming the experience in TES from both the business and technical perspectives. The aim is that an organisation's TES capability is continuously improving over time. The common framework defines four capabilities at level two: - Planning Activities - Business Context and Policies - Organisational Readiness - Enabling Capabilities	(1.2) <u>Essential Skill</u> - Gap analysis - Gathering client needs - Holistic planning - Manage risk - Strategic thinking <u>Knowledge</u> - Conscientious - Continuous improvement - Lifecycle management - Risk and issue management - Teamwork <u>Other areas to consider</u> <u>Knowledge</u> - Change management - Information management - Leadership / management - Project management

Specific business capability competencies

TES Competency Framework – Value Streams

2. TES Value Streams	(2.1) When applied to a major asset, the TES value streams optimise the value and cost of the major asset, or the value and cost of the system in which the major asset operates. The common framework defines four value streams at level two: - Convert - Avoid - Contain - Recover	(2.2) <u>Essential Skill</u> - Ability to learn from experience (LfE) - Gathering client needs - Holistic planning <u>Other areas to consider</u> Skills - Engineering skill set Knowledge - Engineering - Project management
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Specific business capability competencies

TES Competency Framework – Execution Processes

3. TES Execution Processes	(3.1) TES execution processes outline the activities needed to execute TES for a major asset. The common framework defines four activities at level two, that are generally performed in sequence: - Develop - Prepare - Utilise - Retire	(3.2) <u>Essential Skill</u> - Ability to learn from experience (LfE) - Manage risk <u>Other areas to consider</u> <u>Skills</u> - Agile - Analytical - Engineering skill set - Project management - Solution focused <u>Knowledge</u> - Commercial - Engineering - Finance management - Supply chain management
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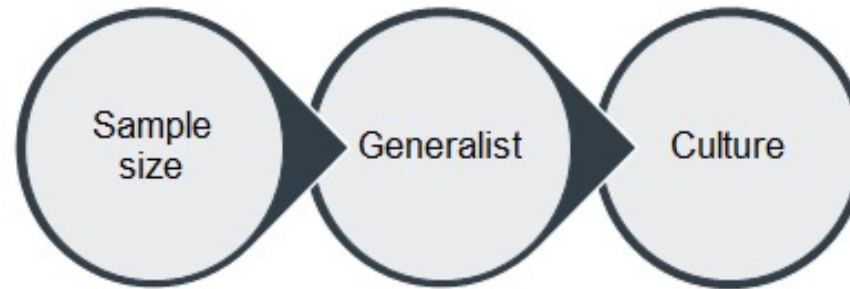
Specific business capability competencies

Discussion

	Findings from literature	Findings from interviews
Framework introduction and implementation	• Appropriate <u>plan</u> which is <u>regularly reviewed</u> • Define <u>documentation</u> required for changes • Ensure adequate <u>resources, training</u> and clear <u>communication</u>	• Create a <u>safe environment</u> • Flexible plan • Combination of <u>hands on training</u> and <u>theoretical education</u>
Framework maintenance and continuous improvement	• Good <u>operational control</u> • Periodic audits	• Customer feedback • Staff recognition • Learning and development • Support for changes at <u>all organisational levels.</u>

Furthering framework optimisation

Considerations and recommendations

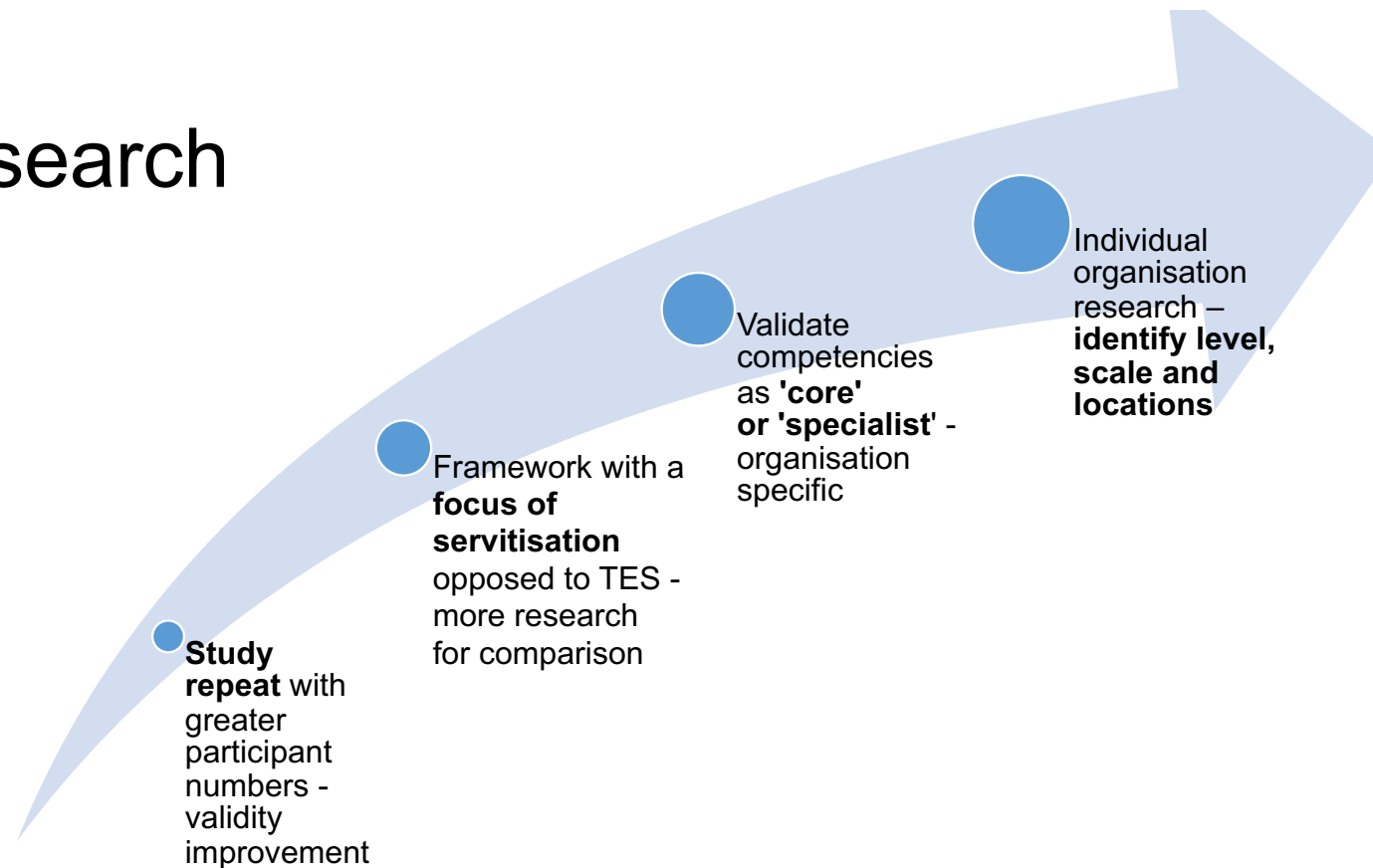


Organisational considerations/recommendations of this research:

- Skill-gap analysis at organisational level, aligned to framework
- Consideration of framework introduction and implementation - alongside culture and readiness
- Identify success stories of implementation
- 'Other areas to consider' identified organisationally specific
- Level, scale and location incorporated final framework

Fully utilising the framework to enable long term organisational success

Future research



This study ultimately provides an initial step for allowing TES approaches to be used in an organisational setting, indicating the competencies required for this.

Expanding the framework benefits

Any questions

Thank you for your time



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