

A taxonomy of key skills and competences for defence within the governmental domain

Functional competence group	Occupation	Skills coverage
Commercial	Acquisition policy officer	Evidence based policy generation, commercial and industrial policy, EU procurement law, acquisition strategy, contracting strategy and methods, international procurement and acquisition legislation, tendering and contract award procedures, commercial risk management, evaluation techniques and system architecture principles
	Legal officer	Commercial and industrial policy and legislation, EU procurement law, international procurement and acquisition legislation (including ITAR regulations), tendering, contract award and appeals procedures, intellectual property management procedures and legislation, IP risk management for programmes, IP issues coordination across projects, management of hearings, evidence gathering and infringement actions, end-user licensing, import controls
	International programmes officer	Export policy regulations and compliance, import and export controls (intra and external to EU nations)
	Commercial officer	Commercial and industrial policy and legislation, EU procurement law, commercial defence contract delivery, contract negotiation, sourcing strategy, pre-procurement engagement with market, management of the evaluation and running of competition, supplier debriefing, contract award procedures, contract management preparation
	Contracts officer	Contract management strategy development and delivery (performance, time and cost monitoring and evaluation), effective decision making, contract monitoring and compliance, monitoring of key performance indicators, service level agreement management, key stakeholder and supplier management, dispute management, escalation and problem resolution, ensures contract delivery during close down and understands requirements for re-competition as required
Programme management	Cost estimator	Cost modelling, evaluation of risk and uncertainty, Monte Carlo modelling, industrial capacity and productivity, pricing investigations, industrial rates analysis, single source pricing regulation, analogous costing, cost assessment of future technology
	Financial manager	Project budget analysis and management, contract financing and un-contracted committed spending, Earned Value (EV) data, authority to spend and make contract payments, project financial assurance and scrutiny
	Information / Information systems management	Information management policies and processes, standards compliance, information classification, information storage, retention and transfer, information release records, information management configuration management, information destruction and disposal
	Procurement officer	Market research, market assessment, supplier profiling, category management strategy, delivery model assessment, requirements analysis, market influence, strategic supplier relationships, product road map development and communication, sourcing, pre-procurement engagement, supplier management

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	<p>Performance/projects control manager</p>	<p>Industry supplied information analysis and management (e.g. Earned Value data), supplier and internal programme manager liaison (esp. finance and requirements), requirements analysis, development, analysis and management of requirement vs contract model to understand (cost, schedule and performance) variance and authorised change(s) within the project</p>
	<p>Project manager</p>	<p>Key performance indicator analysis and evaluation, performance management, risk management, contract management, requirements management, technical management, schedule management</p>
	<p>Senior responsible officer¹</p>	<p>Project ownership, evaluation of all aspects of project information (e.g. financial, technical and programmatic), problem solving and trade-off decision making, negotiation, communication, and facilitation, client and industry requirements</p>
	<p>Requirements manager</p>	<p>Project requirements management, client and industry liaison, threat, issues, opportunities identification, cost, schedule and performance evaluation, Commercial Off the Shelf (COTS) and Military Off the Shelf (MOTS) integration</p>
	<p>Project risk manager</p>	<p>Risk analysis, schedule risk analysis, project performance analysis, risk mitigation quantification, residual risk resolution. Identification, planning and management of project risks, maintenance of project risk register, effective communication and evaluation of project risks</p>
	<p>Scheduler/planner</p>	<p>Strategic planning, work flow management, project schedule industry liaison, overall project schedule coordination.</p>
	<p>Stakeholder engagement/communications manager</p>	<p>Industry and wider stakeholder engagement, communications planning, media briefings and project marketing, internal and external communications</p>
<p>Engineering and technical</p>	<p>Design engineer/technical lead</p>	<p>Concept design, requirements engineering, interoperability, standards implementation, safety and operation, provision of technical authority (including safety case approval for technical, system safety engineering, operational worthiness preparation (air, land and sea), approval of deviation from requirements or specifications, understanding of operational impact</p>
	<p>Development engineer</p>	<p>System requirements development, analysis of different solutions, management of suppliers' development of the solution, integration and management of interfaces</p>
	<p>Design validation engineer²</p>	<p>Performance analysis, threat analysis, test validation planning, scenario validation, design verification, operational concept development, requirements planning and definition, validation of industrial concepts and assessment phase R&D prototypes against baseline modelling or technical assessments</p>
	<p>Operational safety (worthiness) engineer</p>	<p>Safety management strategy development, safety advice and assurance, project safety strategy development, contractual requirements specification, safety assurance, hazards and engineering compliance, service process release, evaluation, acceptance and provision of documentation, maintenance and in-service support policy development and management, deviation authorisation, policy compliance and assurance, liaison with project technical lead / engineer and overall operational safety (worthiness) authority (domain relevant expertise is critical (e.g. air, land, sea))</p>

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	Whole systems integration engineer	Technical engineering and change approval, component, sub-assemblies, installation, mechanical, and electrical sub systems design approval, obsolescence management, interoperability, tracking and systems evaluation, engineering management, configuration management, system integration, systems architecture, human factors engineering, risk management, optimisation, reliability, systems security
	Domain specialist engineer	Advice to others on questions and problems concerning specific aspects of their domain, regular engagement with others to develop and refine processes, recognised authority and referred to by the project engineering in high-risk / high-complexity situations
	Software design engineer	Validation and assurance of software requirements definition, design, evaluation and integration, algorithms, prognostics, diagnostics, structural modelling, information assurance, information security
	Test, evaluation and acceptance engineer	Test and evaluation process management, validation and assurance of specification against requirements, testing schedules, analysis and reporting, approval development, operational testing facilities / operational commands liaison
	Human capital manager ²	Training support, use of new learning techniques, system training plan development, training evaluation, manpower and personnel impacts
	Science and Technology manager ²	Risk management of new technologies, technology opportunities identification, technology maturity planning, technology maturity assessment, research management.
Lifecycle logistics	Infrastructure manager	Equipment support, infrastructure facilitation and management, computer resource administration, operational command liaison, future infrastructure requirements and solutions development
	Lifecycle logistics manager	Technical in-service support and leadership, application of engineering best practice, engineering stakeholder management, ensures involvement of specialists as required, platform logistics management, operational requirements analysis, scenario analysis, failure analysis, lifecycle logistics / in-service support contracts maintenance and management
	Lifecycle sustainment engineer	Inventory, supply chain and obsolescence management, support cost optimisation, technical publications, sustainment engineering principles
	Technical manager	Platform impact on other support elements, technical data role, data management strategy development, requirements to support the platform through lifecycle
	Supply chain manager	Industrial partner, tier one supplier, prime contractor engagement, supplier fragility examination, national security of supply concerns, analysis of market dynamics, development of mitigation strategies for obsolescence and supplier failure

Source: RAND Europe

¹ This may be a project manager if the project is sufficiently small or of low complexity

² This role may also exist external to the procurement agency