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**Ministry  
of Defence**

**JSP 886  
DEFENCE LOGISTIC SUPPORT CHAIN MANUAL**

**VOLUME 2  
INVENTORY MANAGEMENT**

**PART 8  
LEARNING AND DEVELOPMENT TO SUPPORT  
INVENTORY MANAGEMENT**

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## **CHAPTER 1: INTRODUCTION**

1. This Chapter describes the Learning and Development policy, process and procedures to be followed by Support Chain Managers (SCMs) and those involved in Support Chain Management (SCM). The Learning and Development (L&D) detailed within this chapter has been designed to provide assurance of proficient SCM accordance with policy and legislation thereby ensuring that the right skills, expertise and experience are in place to deliver business outputs.

### **KEY L&D PRINCIPLES**

2. In order to implement and maintain effective L&D policy and process for the benefit of the large population of SCMs and their stakeholders, the following five Key Principles are to be adopted:

a **Professional Skills for Government Framework.** L&D policy for SCMs is based upon Professional Skills for Government principles.

b **Systematic Approach.** L&D for SCMs requires a systematic approach to ensure individuals have the opportunities to gain the necessary skills to do an effective job and are provided with a clear framework for further career development.

c **Upskilling / Reskilling.** The L&D policy for SCMs is designed to improve the Department's ability to acquire military capability by upskilling and reskilling staff across the acquisition community.

d **Professionalism.** The systematic approach to L&D is designed to increase levels of professionalism amongst the community of SCMs. The business benefits will be seen through improved efficiency, effectiveness and coherence of SCM performance.

e **Interventions Assist the Development of Personnel.** L&D interventions focus on a blended learning approach comprising e-learning and classroom training courses. This L&D programme must be supplemented by normal line management action, including on-the-job training, coaching and mentoring, in order to fully develop individuals and enable them to fulfil their potential and learning objectives.

### **DEFENCE LOGISTIC SUPPORT CHAIN GLOSSARY**

3. A glossary of JSC terms is available at [JSP 886 Volume 1 Part 1A: The Glossary](#).

### **OWNERSHIP AND POINTS OF CONTACT**

4. The policy, processes and procedures described in JSP 886: Defence Logistics Support Chain Manual, is owned by Director Joint Support Chain (D JSC). Head Support Chain Management (SCM-Hd) is responsible for the management of JSC policy on behalf of D JSC.

a. Enquiries concerning the technical content of this instruction are to be addressed to:

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## **CHAPTER 2: POLICY**

1. This policy applies to all personnel designated under HRMS Job Code 303 Supply Chain Management and recommended to all those, involved in management of the Support Chain by optimising availability and cost, process and policy developments, compliance assurance, analysis and modelling.

### **POLICY OBJECTIVES**

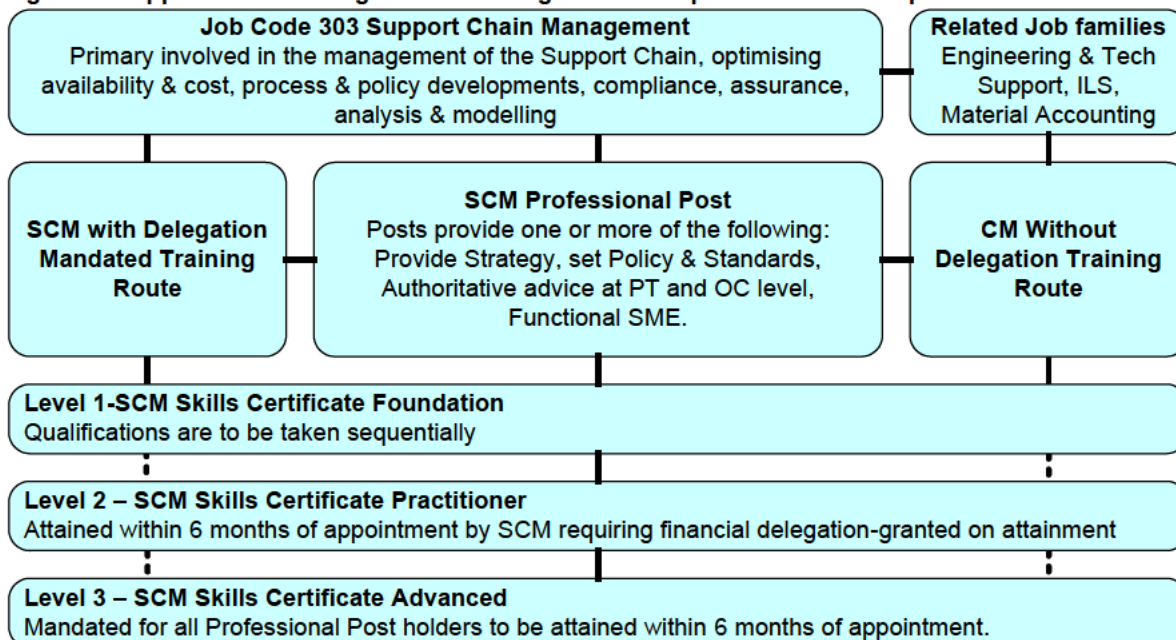
2. The L&D policy has been developed to achieve the following key objectives:
- a Provide a skill framework that ranges from basic practitioner to expert level and beyond that identifies the skill sets required to meet current and future business objectives alongside individual development needs.
  - b Provide all SCMs with a framework for planning and completion of personal L&D as a normal part of life at work.
  - c Maintain a competence-based L&D regime that assesses the attainment of standards prescribed at the initial awareness, basic practitioner and expert levels.
  - d Ensure all SCMs achieve the level of functional competence required by basic practitioners through attainment of the Level 2 SCM Skills Certificate Practitioner prior to initial delegation of requirement and / or financial authority.
  - e Maintain professionalism by a cadre of professional posts occupied by individuals that have attained the Level 3 – SCM Skills Certificate Advanced
  - f Invest in people, assisting them to attain higher professional / academic qualifications and thereby yield both personal and business benefits.
  - g Benchmark with Industry to share best practice and learning from experience (LFE) on IM roles, skill sets, L&D and potential secondments.

## CHAPTER 3: PROCESS

### DESIGNATION OF HRMS JOB CODE 303 – SUPPLY CHAIN MANAGEMENT

1. Job codes provide MOD with the necessary capability for identifying and classifying civilian and, in some TLBs, military staff, providing management information to enable better governance and understanding of the size and shape of the organisation. By using Job Code information Business Units can identify job types, skills and experience currently available to them which allows for accurate skills planning and identification of training requirements which will ultimately improve delivery of Defence Capability. It is imperative that HRMS job codes are correctly attributed and Line Managers have a vital role in ensuring the posts for which they are responsible have the appropriate Job Code assigned to them.

**Figure 1: Support Chain Management Learning and Development Process Map**



2. Job Code 303 is the designated code for Support Chain Managers and should be used to identify posts involved in management of the Support Chain optimising availability and cost, process and policy developments, compliance assurance, analysis and modelling.

3. Job Code 303 is owned by SCM Head whose role is to oversee and ensure that personnel assigned to posts within the job code are appropriately skilled against the SCM competencies. This also applies to those personnel undertaking aspects of SCM but whose posts are not formally within Job Code 303.

#### Professional Posts within SCM

4. SCM posts of management grade with responsibility for one or more of the following roles are to be designated as “professional posts” within HRMS:

- a Provide strategic direction, set policy and standards and manage/measure performance to drive continuous improvement in Inv Mgt availability.

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- b Provide the authoritative source of Inventory Management advice within a PT / OC.
- c Provide the functional SME capability to optimise inventory availability, performance and cost efficiency.
- d Responsible and accountable for requirement approval of significant provisioning / procurement decisions under letters of delegation and are responsible for managing, mentoring and monitoring other Inventory Managers of management grade.

### **The SCM Skills Certificate Practitioner**

- 5. The SCM Skills Certificate Practitioner provides assure that SCMs are qualified to perform in any SCM role. There is a mandatory requirement for all personnel within HRMS Job Code 303 (Supply Chain Management) requiring financial delegation that the SCM Skills Certificate Practitioner is attained within 6 months and prior to initial delegation of financial authority.
- 6. In the event of personnel being unable to attain the SCM Skills Certificate Practitioner within 6 months of appointment the relevant Line Manager and Senior SCM within the candidate's work area should consider, in discussion with the individual, whether the individual continues to be suitable for the SCM role in terms of the core and functional competence requirements. If individuals are considered suitable the areas of the SCM Practitioner Certificate that are proving difficult must be identified, individuals are then to receive targeted development assistance
- 7. Individuals who have been unable to attain the SCM Practitioner Certificate that have been considered unsuitable to continue in the SCM must be assisted by line managers and the appropriate Human Resources authorities find an alternative role / post.

### **Functional Competence Framework**

- 8. The SCM functional competence framework is the Process by which personnel proficiency levels are measured against SCM performance levels in the following competence areas:
  - a SCM1: Specify the IM Business Requirement.
  - b SCM2: Plan (Develop and monitor the Inventory Plan).
  - c SCM 3: Account for MOD Inventory.
  - d SCM 4: Measure (supplier / supply chain interface).
  - e SCM 5: Maintain data standards.
  - f SCM 6: Manage the Joint Support Chain interface.
  - g SCM 7: Logistics Analysis and Modelling.
- 9. Each main competence area is subdivided into a series of more detailed aspects of SCM which can be specifically identified where necessary. Competences distributed across four levels – Level 0 Development, Level I Awareness, Level 2 Practitioner and

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Level 3 Expert to reflect the broadening and deepening of skills as individuals gain experience and undertake SCM training and development that has been designed to fulfil each levels development need.

10. The full set of [SCM Functional Competences](#) can be accessed on the Defence Intranet or via the people services portal.



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## **CHAPTER 4: PROCEDURE**

### **SCM L&D ROUTE**

1. The formal SCM Development Route interventions are to be undertaken by SCMs to provide them with the relevant functional skills and competencies at various stages in their development dependant on their particular role / responsibilities. There are 3 key levels in the SCM Development Route aligned to the SCM Functional Competence Framework, the qualification are to be undertaken sequentially and are provided by DACMT.
2. **Level 1 Awareness.** SCM Skills Certificate Foundation phase is to be completed by all SCM with financial delegation and recommended for those with out delegation, comprised of:
  - a Inventory Management Basic Awareness On-Line.
  - b Inventory Management Practitioner Basic Course + Test.
  - c Materiel Financial Accounting E Learning +Test.
  - d Information System E Learning\*.
3. **Level 2 Practitioner.** SCM Skills Certificate Practitioner phase to be attained prior to granting financial delegation and mandated to be completed within 6 months of taking up an SCM post requiring financial delegation, comprised of:
  - a Information System Workshop\*.
  - b Information System Test\*.
  - c Financial Skills Certificate Foundation.
  - d Materiel Financial Accounting Basic Workshop.
  - e \* Or Specialist / Functional System / programme training.
4. **Level 3 Expert/Advanced.** SCM Skills Certificate Advanced phase mandated to be completed within 6 months of taking up a SCM professional post and recommended to be undertaken by all SCM, comprised of:
  - a CPD Log Book.
  - b IMP Advanced Workshop + Test.
  - c Materiel Financial Accounting Advanced Workshop.
5. **Phase 4 – Expert Plus.** Elective phase tailored to meet business and personal learning needs as part of deeper SME or further personal development linked to career progression.
6. Further information is available on the [SCM Development Route](#) website.

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**Figure 2: Support Chain Management Development Route**

