

The need to tailor competency models - with a use case from Rolls-Royce

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Abstract. The definition of competency for Systems Engineering is an important aspect of the implementation and application of Systems Engineering organization. This paper outlines why the understanding of competency is important, and focuses on why it is absolutely necessary to tailor the competency model to a particular situation _ to handle variation both in the nature of the Systems Engineering that the organization does, and the nature of the existing organization for which Systems engineering. A specific and detailed example of how the Systems Engineering competency model was tailored and created in Rolls-Royce (by the author) is presented. The conclusion from this case study is that the understanding of the organizations purpose for the competency model is vital in understanding how to develop it. Rather than attempting (and arguing endlessly) to create the single, definitive competency model INCOSE (through its Competency Working Group) should build a guide on how to create a bespoke model, drawing on a range of case studies that explore the range of purposes for which a competency model is needed.