

Future Combat Aircraft System The Complexity of the Skills Equation

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FCAS The Environment

Disruptive Change at increasing pace

New Technologies

Increased Complexity

Multiple Competitors

Multiple Customers, Partners and Stakeholders

Evolving Threats

Sovereign Demands

Reduced Timescales

Reduced Costs

Increased Flexibility

Balancing industrial, technical, cost and schedule requirements

FCAS The Challenge

Collaboration and Co-creation

Decision Making and
Empowerment

Openness and Transparency

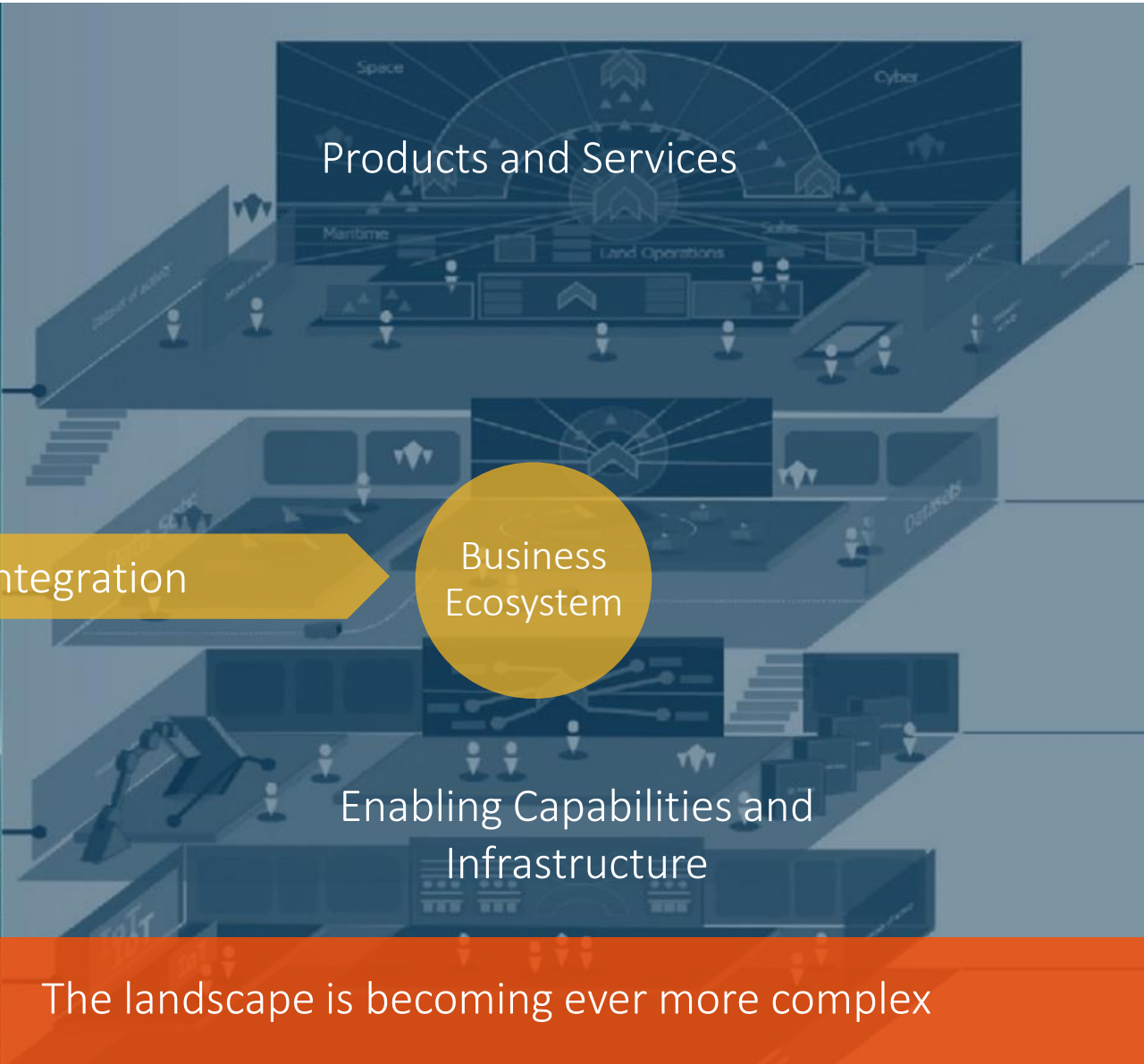
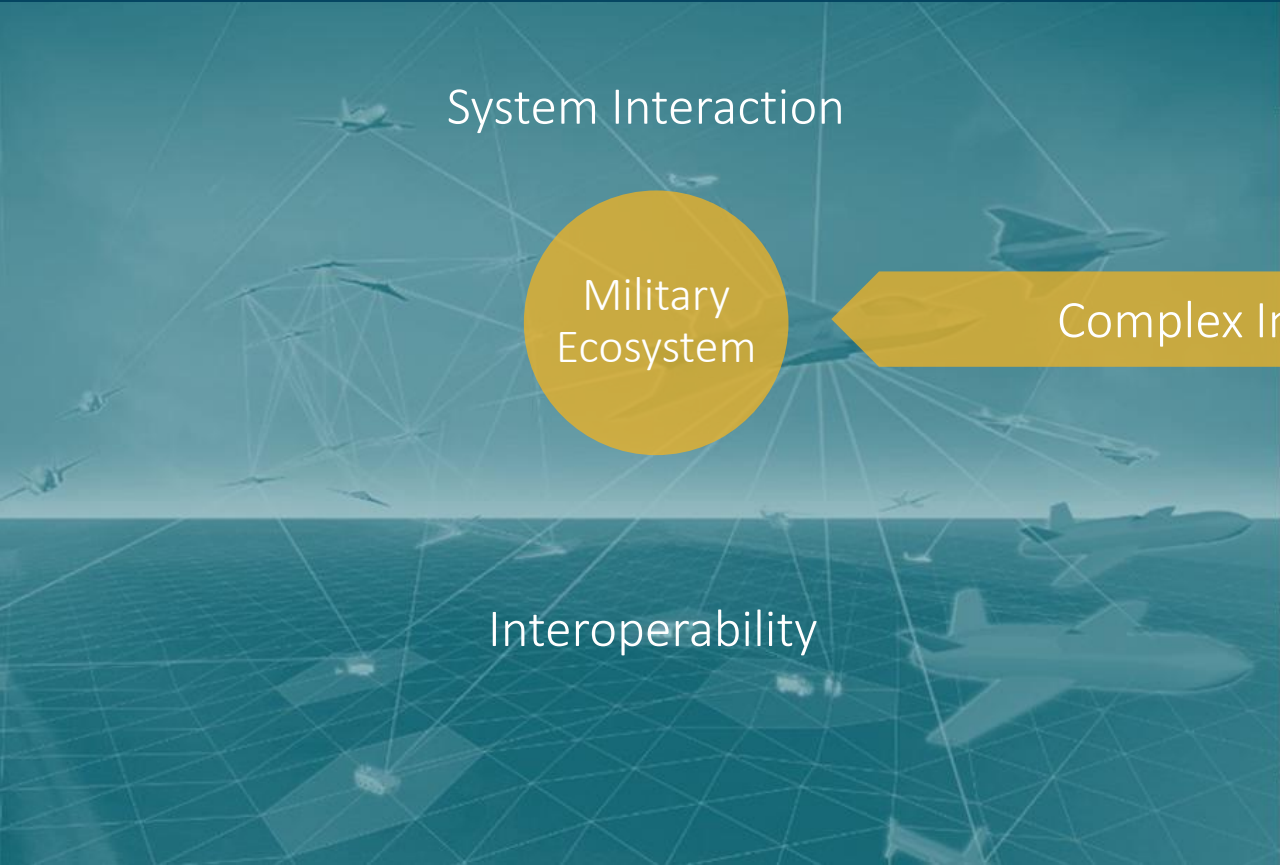
Product and Process
Optimisation

Innovation and
Technology

Digitalisation, Synthetics,
Automation, Data Analytics

Developing the skills for tomorrow's world

FCAS A Systems Context



Complex Integration

The landscape is becoming ever more complex

Skills A Strategic Approach

Conversation 1 – Strategic Planning

Conversation 2 – Workforce Requirements

Conversation 3 – Workforce Analytics and Risk Assessment

Conversation 4 – Strategic Action Planning

Conversation 5 – Implementing and monitoring



Integrating this approach across partners is essential

Skills The Mighty Middle

VUCA Environment

Digital Models

Judgement

Enhancing Skills

Maintaining Topicality



Focus on nurturing and developing the existing workforce

Skills Learning from Others

New Thinking

Challenging 'Status Quo'

Diversity of Thought and Experience

Attracting Individuals and Partnering

Embedding Learning

Open Environment

Rapid Benefit Realisation

Knowledge Sharing



We do not have all the answers

Skills The Next Generation

Schools

Excitement and Attraction

Further Education
and Universities

Promotion and Inclusion

Government Bodies,
Professional Institutions
and Industry

Knowledge Expansion and
Practical Experience

Retraining and Lifelong Support



Our future lies with the next generation

Skills Co-creation in a System Context

Pace

Strategic Relationships

Thinking Differently

Behaviours and Cultural Norms

Dynamic Environment

Commercial Acumen

Optimising Drivers

Balancing Requirements



It's about how the results are achieved

Skills The way forward

Understand the Environment

Consider Future Trends

Implement a Strategic Approach

Create a Talent Pipeline

Develop Existing Employees

Mature Partnerships

Being equipped to deliver on
our commitments

Discussion

Developing and deploying Future Combat Air Systems will necessitate the integration of ever increasing technical complexity.

Do we really understand the corresponding complexity of the people challenges needed to make this happen?