CGI

Helping a Ministry of Defence business unit prepare staff for organisational change

Aiming to ensure readiness for a major transformation programme, the Ministry of Defence (MOD) engaged CGI to conduct a training needs analysis and design effective training solutions for a key business unit. The training analysis would help staff prepare and focus training for their future ways of working, as well as enable the MOD business unit to successfully achieve its change ambitions in line with policy.

A business unit within the MOD was undergoing complex change and sought CGI's business change and learning and development expertise to support its preparations.

It needed to understand the current and future role requirements, skills and competencies of its personnel, and design effective training solutions to enable them to achieve the transformational objectives. It was essential that this exercise aligned with MOD policies.

Specifically, the client uses the Defence Systems Approach to Training (DSAT) methodology to ensure all training supports its organisational objectives and mitigates any associated risks. The DSAT has four stages: analysis, design, delivery, and assurance.

The benefits

Our expertise in business change and learning and development empowered the MOD business unit with:

A comprehensive training needs analysis that complied with organisational policies.

Increased readiness for upcoming organisational change and operating model design, to enable transformation success.

A breakdown of training objectives and solutions for each MOD role, providing opportunities to streamline delivery, and enable time and cost savings.

Knowledge transfer, empowering internal training needs analysis in the future.

Recommendations of future training needs to integrate innovative emerging technology solutions into the organisation.

Conducting a comprehensive training needs analysis

To comply with the DSAT process, all MOD roles must have documented role statements. These provide detailed and accurate evidence of people's responsibilities, enabling effective training design, resource planning, and financial forecasts.
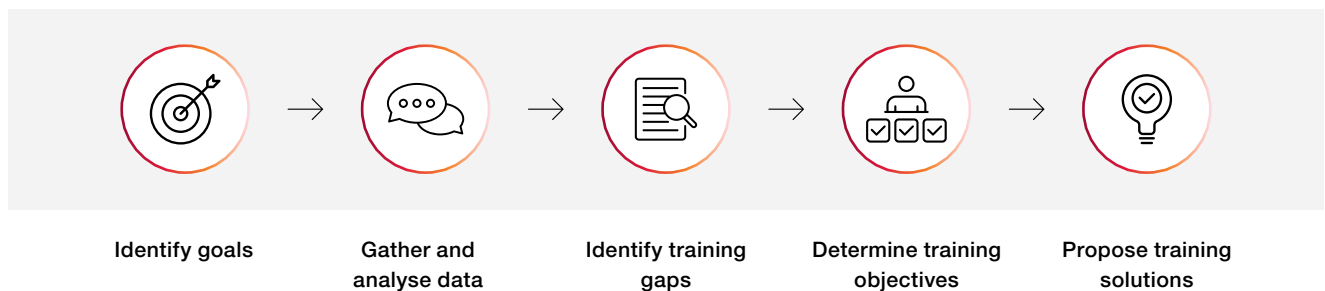
Our business change experts were therefore engaged to conduct a detailed analysis of the roles, skills and responsibilities required to support the MOD business unit's future operating model. The goal was to use this data to design and shape optimal training solutions to ensure successful change implementation, whilst also developing a thorough understanding of each role to comply with the DSAT.

The MOD also wanted to better understand the knowledge and skills its people would need to develop in the future, to effectively perform tasks with the introduction of emerging technologies such as artificial intelligence (AI) and machine learning (ML).
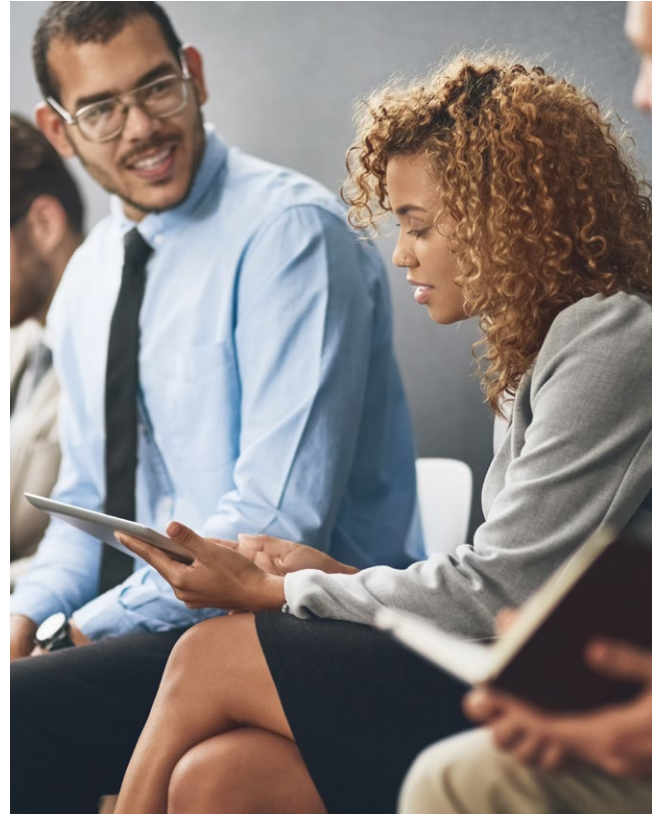
Our approach

Our team developed a holistic strategy for completing a training needs analysis (TNA) tailored to the MOD business unit's goals. We followed these steps:

Identify goals	→	Gather and analyse data	→	Identify training gaps	→	Determine training objectives	→	Propose training solutions

We gathered the initial essential insights through desk-side interviews, and meticulously analysed the findings to identify training gaps and define clear training objectives.

Then, by examining additional role-related insights beyond individual responsibilities, we were able to accurately determine the appropriate training solutions for each of the MOD business unit's roles.

Designing optimised training solutions

Our analysis of the role responsibilities highlighted where teams and individual roles had shared tasks, enabling us to design the optimal training methods.

We identified where the MOD business unit could standardise the delivery of bespoke training for these common tasks, streamlining its processes. This would ensure the adoption of best practices, minimise the risk of errors across teams, and enable significant time and cost savings in training delivery.

The proposed solutions considered future training requirements, such as the potential integration of AI and ML. We also advised on how to prepare and understand applications of emerging technologies while balancing the associated risks.

Ready to embrace organisational change

The TNA was crucial for informing leadership of the required training to enable their transformation success. Our approach ensured all documentation aligned with defence requirements and policies, and facilitated knowledge transfer so the MOD can complete any future TNAs internally for the business unit.

Based upon our evidence-based decision making, the MOD was empowered to minimise staff skill gaps and effectively allocate finances for the complex change process. The client redesigned its operating model accordingly and increased its readiness for the upcoming organisational change.

Having worked together to prepare its people for organisational change, the MOD business unit progressed with confidence in its ability to achieve the transformation objectives set out at the beginning of the programme.

The Ministry of Defence is a ministerial department of the UK Government, responsible for implementing the defence policy and serving as the headquarters of the British Armed Forces.

About CGI

Insights you can act on

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world.

We are insights-driven and outcomes-based to help accelerate returns on your investments. Across hundreds of locations worldwide, we provide comprehensive, scalable, and sustainable IT and business consulting services that are informed globally and delivered locally.

For more information

Visit our webpage
Email us at: enquiry.uk@cgi.com