

## ANNEX J. PROJECT MANAGER - TERMS OF REFERENCE

### Requirement

1. The Integrated Warfare Centre (IWC) requires a resilient, contractor-delivered, permanent lessons capability which can conduct analysis from lessons identified submitted to Defence and link to appropriate action bodies to enable a solution to be affected, also providing a key link to allies and partners across NATO and beyond, allowing us to share lessons across the international community.

### Responsibilities

2. **Core Function.** The Project Manager is to liaise with the Authority's Project Team, Line Managers and Lessons Contractors themselves to oversee Contractor performance and manage any issues that arise relating to such. This shall include:

a. **Kick Off Meeting.** The Contractor must provide appropriate representation to attend a kick off meeting, which shall be arranged by the Authority to occur within 5 working days of the Contract Award date. This meeting will be held in person, where logistically possible, with MS Teams as an alternative option at the Authority's discretion. The kick off meeting will be looking to discuss the detail of the mobilisation period, and any other relevant discussions required for a smooth transition to the new contract. A full agenda shall be drawn by the Authority and issued to the Contractor with the signed contract. Minutes will be recorded and circulated by an IWC representative within 5 working days of the meeting. Upon completion of the kick-off meeting, the Authority shall confirm its acceptance or if applicable, request the Contractor action relevant changes as identified by the Authority.

b. **Mobilisation activity reporting.** During the mobilisation period, the Project Manager is required to deliver a weekly status report to AH A&A, outlining the mobilisation activities that have been undertaken by all Lessons Contractors and any outstanding activity. The Project Manager should also report to AH A&A when all mobilisation activities are complete.

c. **Line Management Review (quarterly).** AH A&A (or a nominated member of the Authority) will engage with the line management within each area (IWC, PJHQ, MSHQ, DEWH and jHUB) to review priorities and review the performance of individual lessons Contractors. The Contractor's Project Manager must also attend this meeting. Where a Lessons Contractor is assessed by the Authority as "not performing" in accordance with their respective TOR, the Contractor is responsible for raising a Performance Plan which should be implemented, and progress reviewed at the next quarterly review. The A&A team representative shall produce and circulate RODS within 10 working days of the review. The Authority shall either confirm acceptance of the performance improvements within 20 working days or, where performance does not improve by the following quarterly review, the Authority shall request that the Contractor sources a replacement Lessons Contractor.

d. **Social Value Mission Update (quarterly).** The Contractor is to provide a summary of how they are delivering the Social Value mission<sup>1</sup> on a quarterly basis by delivering a report to the Authority detailing any measures taken to achieve the mission during that period. The Authority will confirm acceptance within 10 working days of receipt of such report, or if applicable, request the Contractor makes relevant updates as identified.

e. **Delivery of Exit Management Plan.** The Contractor is required to submit an Exit Management Plan to the Authority within 3 months of Contract Award. Acceptance will be confirmed once the Exit Management Plan is delivered to and agreed by the Authority. The Exit Management Plan should set out the Contractor's proposed methodology for achieving an orderly transition of the Services from the Contractor to the Authority and/or its replacement Contractor on the expiry or termination of this contract. It should comply with the Requirements set out at para 27 of the SOR and will be reviewed and either approved by the Authority within 10 working days or further direction and changes communicated to the Contractor.

3. **Working Hours.** This is not expected to be a full-time role and the Contractor should determine how many days per annum the Project Manager would be required to fulfil this requirement.

4. **Required Skills and Experience.** Must have previous experience Project Managing Contracted Staff, details of which will be required to be submitted before Contract Award. Previous experience working within MOD is desirable. Developed Vetting (DV) clearance will be required to be able to participate in discussions at higher classification. It is highly desirable that DVs are in place at Contract Award and essential that they are in place within 3 months of Contract Award.

5. **Location.** Remote working available on agreement with the Authority, as meetings can be conducted via online platforms, however, must be able to travel to Northwood where discussions are required at a security classification higher than OFFICIAL-SENSITIVE.

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<sup>1</sup> Mission: Kick start economic growth. To secure the highest sustained growth in the G7 - with good jobs and productivity growth in every part of the country making everyone, not just a few, better off. (Reference paragraph 37 and [2025-02-11 PPN 002 The social value model \(2\).docx](#))