

## ANNEX A. INTEGRATED WARFARE CENTRE (IWC) LESSONS CONTRACTOR - 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 primary responsibility of the Lessons Contractor will be to collect, analyse, action, implement and validate lessons from Joint operational theatres and exercises. This will be achieved through the following methods:

- a. **Collect.** Gather observations from, inter alia, UK and allied operations and exercises, academia, and partners across government in both the OFFICIAL and SECRET domains.
- b. **Analyse.** Store and analyse the source data to produce actionable and exploitable Lessons Identified to the benefit of the Integrated Force and Defence.
- c. **Action.**
  - i. Routinely share LI using coherent, all-informed, and intuitive knowledge management procedures.
  - ii. Allocate LIs to appropriate action bodies with authority to resolve them.
- d. **Implement.** Facilitate work needed to resolve LIs including support to innovative programmes. For example, facilitating exploitation events with the stakeholder community.
- e. **Validate.** Ensure the lessons process has adequately addressed the original issue through the tracking of experimentation, exercises and operational activity.

3. All of the above will be conducted in accordance with UK Defence Lessons policy<sup>1</sup> and using relevant in-service tools, principally the MOD owned Defence Lessons Identified Management System (DLIMS) and drawing on historical lessons by engaging with Historical Branch, where relevant. This capability will support current operations and planning with a responsive lessons capability that supports the Joint Force in adapting to threats and maintaining its competitive edge.

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<sup>1</sup> [JSP 441 Version 4.3-FINAL-U\[1\].pdf](#)

4. **DLIMS Manager.** The Lessons Contractor will act as the principle DLIMS manager for IWC, providing access and online training to those who require it within their respective organisation.
5. **Presentation and attendance at Lessons Events.** Lessons Contractors will be required to synthesise and thematically present lessons in support of IWC working groups and boards including the Defence Lessons Working Group, the Joint Warfare Development Board and other required lessons events, as directed by SO1 Defence Lessons.
6. **Networking and collaborative working.** Lessons Contractors will engage and share products with lessons representatives from across Defence industry and enabling organisations. The IWC Lessons Contractor will also liaise with Allied and NATO Partner nations through attendance at relevant events and forums, in order to share good practice across the international lessons community.
7. **Defence Lessons Policy.** Lessons Contractors will be required to assist the IWC Analysis & Assurance team in the development and improvement of Defence lessons policy.
8. **Knowledge Transfer.** In the final 3 months of the contract term, Contractors will be required to contribute to the upskill of permanent staff and development of SQEP through training and mentoring of identified and nominated SP or CS staff with primary role responsibility for lessons management within functional area, in order to pass on their knowledge, develop internal capability, and reduce MOD reliance on External Assistance in this space.

### Required Skills and Experience

9. Table 1 below provides a list of the essential and desirable skills that applicants for the posts should possess:

Essential	Desirable
Level 2 International Certification of Digital Literacy (ICDL) (or equivalent IT Literacy qualification) level skills on MS Office . Can be conducted in post, where required.	Experience of working closely with senior (1* and above) military and Civil Service personnel.
Developed Vetting (DV) clearance. Contractors working with SPO may be required to access TS material STRAP. It is highly desirable that DVs are in place at contract start date and essential that they are in place within 3 months of contract start date.	Previous operational planning experience in a military environment.
Graduate level written, analytical and communication skills.	
2 years' experience working within UK Defence strategic or Joint operational headquarters.	
NATO Lessons Learned Staff Officer Course (essential training, conducted in-post).	

**Table 1. Contractor Skills**

## Dependencies

10. **Tasking.** Day-to-day tasking will be provided by AH A&A, who will set priorities based on the direction of DIWC.

11. **Monitoring performance.** Contractors' performance will be managed using the following mechanisms:

a. **Contractor update meeting (weekly).** All lessons Contractors attend a weekly project update to cross-brief lessons priorities, share good practice and allocate staff effort as required. This meeting will be co-ordinated by the IWC Lessons Contractor who will provide informal feedback to AH A&A upon the conclusion of each meeting.

b. **A&A Co-Ord Meeting (monthly).** A Lessons Contractor (one representative from each area) will attend a monthly coordination meeting with a representative of the IWC A&A team to update A&A on completed, ongoing and planned activity, cross-pollinate work strands and projects for enhanced output and, if necessary, seek A&A direction and guidance.

c. **Line Management Review (quarterly).** AH A&A (or a nominated member of the team) will engage with the line management within each area (PJHQ, SPO, DEWH and jHUB) in order to discuss performance against responsibilities, review priorities, and provide an opportunity to review the performance of individual lessons Contractors.

d. **Command Board (quarterly).** The IWC Command Board measures performance against IWC Management Plan objectives, assesses and manages risks and directs activity for the following quarter. As lessons Contractors work to objectives set within the IWC Management Plan, their work will be subject to Director IWC review within this forum.

12. **Real Life Support (RLS).**

a. The Contracted Provider's Project Director, supported by the IWC admin support team will provide the following RLS:

- (1) Confirmation of working hours (Mon-Fri, 0830-1700) and leave allowances of 25 days per annum plus bank holidays.
- (2) Completion and maintenance of necessary security clearances.
- (3) Accommodation and feeding arrangements.
- (4) Access to Northwood Headquarters, Building 410 and Scale Space, White City.
- (5) IT access including MODNet, DII (SECRET) and DLIMS accounts.

- b. IT hardware (MODNet, DII (SECRET)), telephones (DTN and SSS) and suitable workspaces will be provided by IWC.

13. **Location.** Contracted Staff will work from the following locations:

- a. Building 410 at Northwood Headquarters.
- b. Other MOD locations as required by the Authority, for example:  
for activities such as training, meetings or conferences.
- c. Remote working in accordance with IWC SOPs.