

ANNEX B. PERMANENT JOINT HEADQUARTERS (PJHQ) LESSONS CONTRACTORS – TERMS OF REFERENCE

Requirement

1. The Permanent Joint Headquarters (PJHQ) requires a resilient, contractor-delivered, permanent lessons capability which can conduct analysis of lessons submitted from current operations and exercises in order to support CJO and PJHQ Group planning for future operations and the development of the integrated Joint Force to adapt to threats and maintain its competitive edge.

Responsibilities

2. **Core Function.** The primary responsibility of the PJHQ Lessons Contractors will be to collect, analyse, action, implement and validate joint and operational lessons (from both operational theatres and exercises) in support of operations, operational planning and the development of CJO's operational priorities. This will be done using the following methods:

- a. **Collect.** Gather observations from PJHQ Group operations, inter alia, UK and allied operations and exercises, academia, and partners across government, at both OFFICIAL and SECRET classifications.
- b. **Analyse.** Capture¹ and analyse the source data to produce actionable and exploitable Lessons Identified (LI) to the benefit of the Integrated Force and Defence.
- c. **Action.**
 - (1) Work with PJHQ operational teams (OTs) and operational planning teams (OPTs), using relevant lessons to support ongoing activity and the future planning of operations,
 - (2) Routinely share LI using coherent, all-informed, and intuitive knowledge management procedures.
 - (3) Allocate LIs to appropriate action bodies with authority to resolve them.
- d. **Implement.** Facilitate work needed to resolve LIs including support to innovative programmes and facilitating exploitation events with the stakeholder community. This includes the organisation and administration of operational lessons exploitation events as required by CJO.
- e. **Validate.** Ensure the lessons process has adequately addressed the original issue through the tracking of experimentation, exercises and operational activity.

¹ On DLIMS.

3. All of the above will be conducted in accordance with UK Defence lessons policy 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.
4. **DLIMS Manager.** PJHQ Lessons Contractors will act as the principle DLIMS manager, providing access and online training to those who require it within their respective organization.
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. PJHQ Lessons Contractors will also support the collection and exploitation of lessons through the PJHQ Lessons Working Group in order to inform the development of CJO's operational priorities and problems. They must be prepared to support PJHQ Group in the planning of emerging operations through the provision of focused and relevant lessons products.
6. **Networking and collaborative working.** Lessons Contractors will engage and share products with lessons representatives from across Defence industry and enabling organisations. The PJHQ Lessons Contractors 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. <u>Can be conducted in post, where required.</u>	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	Previous operational planning experience in a military environment.

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.	
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 DACOS J7 in PJHQ, who will set priorities based on the direction of CJO and COS(Ops).

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 and Building 410.
 - (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 PJHQ.

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

- a. PJHQ, working in the Operations Control Room (OCR) of Bldg 410 at Northwood HQ.
- b. Other MOD locations as required by the Authority, including to provide holiday or sickness cover for other lessons contractors
- c. Remote working in accordance with PJHQ SOPs.