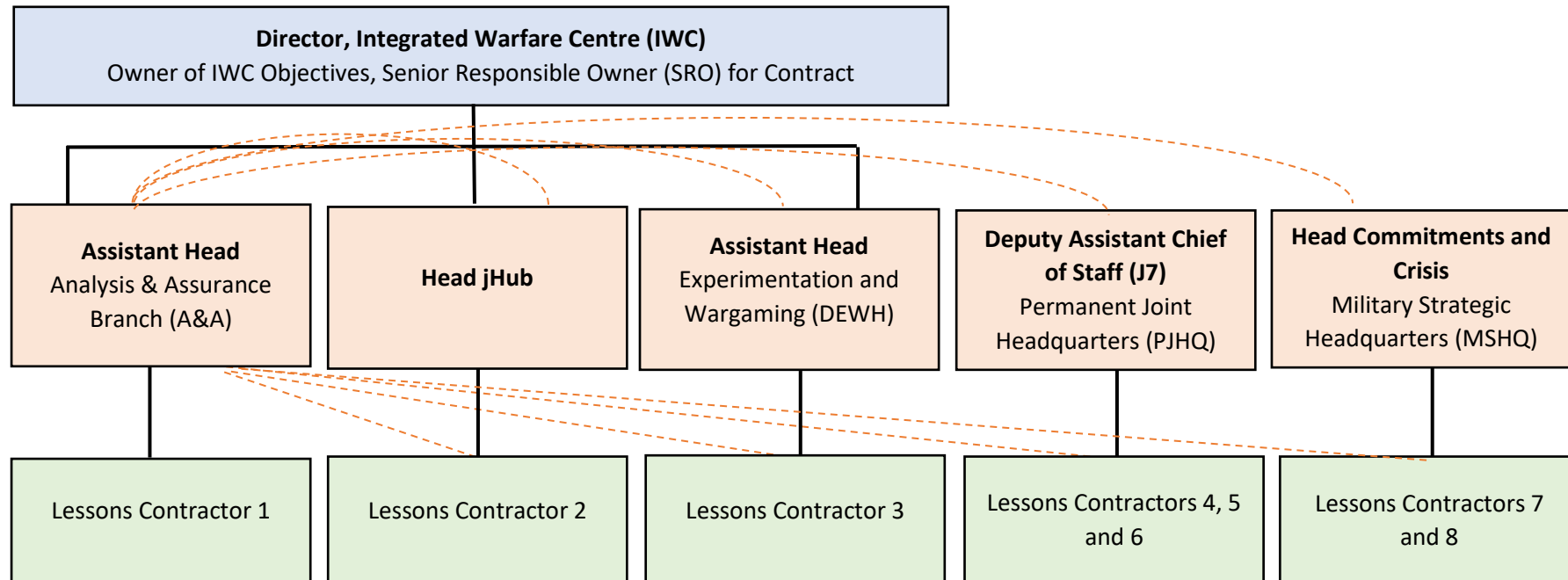


ANNEX F. CONTRACTED LESSONS SUPPORT STRUCTURE AND RELATIONSHIPS



Explanatory Notes.

The Analysis and Assurance (A&A) branch sits within the Integrated Warfare Centre (IWC) and are considered to be the 'end users' of this contract as they are the Defence level hub for lessons. Assistant Head (AH) A&A is the head of the branch. Director IWC is the 'owner' of the IWC objectives, providing the umbrella under which the Lessons work is conducted. jHub and the Defence Experimentations and Wargaming Hub (DEWH) are also part of IWC. Permanent Joint Headquarters (PJHQ) and Security, Policy and Operations (SPO) are separate organisations to IWC, though closely linked due to the nature of their work being largely focussed on Operations, training and/or crisis management. So, whilst AH A&A is not the immediate line manager for Contractors in jHub, DEWH, PJHQ and SPO, this individual plays a core role in ensuring that Lessons Contractors conduct work that is in line with these overarching objectives and priorities for Defence Lessons as a whole. For this reason, the results of the weekly Lessons

Contractor meeting are reported to AH A&A, Lessons Contractors attend a monthly meeting with a member of the A&A branch and their team and there is liaison between AH A&A and the 4 other line managers on a quarterly basis in order to discuss performance against responsibilities, review priorities, and provide an opportunity to review the performance of individual lessons Contractors. This is a nuanced command structure whereby the five respective line managers, under the central guidance of AH A&A, enable Lessons Contractors to work towards common goals, whilst embedded within their respective organisations. On a day-to-day basis, Lessons Contractors acting as catalysts for learning, seeking opportunities for learning, providing specialist lessons, providing gateways to DLIMS (and wider historical lessons). As such, Lessons Contractors receive day to day tasking from their respective line managers with their work overseen by A&A in order to ensure it is supportive of, and coherent with, Defence-wide lessons activity and force development efforts.