

ANNEX C. MILITARY STRATEGIC HEADQUARTERS (MSHQ) LESSONS CONTRACTORS - TERMS OF REFERENCE

Requirement

1. Military Strategic Headquarters (MSHQ) requires an enduring, contractor-supported, strategic level lessons capability within Defence Crisis and Commitments which can deliver Lessons in accordance with Deputy Commander Standard Operating Procedure No 8.

Responsibilities

2. **Core Function.** The primary responsibility of the MSHQ Lessons Contractors will be to work with the MoD / Strategic Headquarters (Strat HQ) customer to collect, analyse, action, implement and validate strategic and operational lessons and support organisational learning. This will be done using active and passive methods, engagement with staff and integration within the Strat HQ Battle Rhythm. Lessons will be collected from inter alia, UK and allied operations and exercises, academia, historical sources, and partners across government. Lessons will be at OFFICIAL - Sensitive, SECRET and ABOVE SECRET and NATO domains.

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 MSHQ and Head Office (HO) in the planning of emerging operations and requirements, through the provision of focused and relevant lessons products. MSHQ Lessons Contractors will also support Chief Operating Officer (COO) and Director of Security and Resilience (DSR) lessons at the direction of MSHQ.

4. **DLIMS Manager.** MSHQ Lessons Contractors will act as the principle DLIMS manager, providing access and online training to those who require it within their respective organization. MSHQ Lessons Contractors will also act as the MSHQ Lessons Information, Knowledge Managers (IKM) at Official Sensitive, Secret, Above Secret and NATO Security Clearances.

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. MSHQ Lessons Contractors will also conduct the MSHQ Lessons Governance Board and support the wider Defence Lessons system by communicating and sharing relevant Strategic lessons from MSHQ.

6. **Networking and collaborative working.** Lessons Contractors will engage and share products with lessons representatives from across Defence industry and enabling organisations. Where required, MSHQ Lessons Contractors will 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. MSHQ Contractors should expect to be required to liaise with Directorate of Operational

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Capability (DOC), Secretary of State's Office for Net Assessment and Challenge (SONAC), Development Concepts and Doctrine Centre (DCDC) and Other Government Departments lessons POCs, as directed by MSHQ.

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. Required MSHQ lessons contractor skill and experience are at Table 1.

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 MSHQ 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 Assistant Head Overseas Crisis and Plans (OCP).

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

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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, MSHQ, 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.

11. **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. However, IT hardware (MODNet, DII (SECRET)), telephones (DTN and SSS) and suitable workspaces will be provided by MSHQ.

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

- a. Overseas Crisis & Plans (OCP) MSHQ, Operations, Main Building, Whitehall.
- b. Other MOD locations as required by the Authority.
- c. Remote working in accordance with MSHQ SOPs.

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