

ANNEX D. DEFENCE EXPERIMENTATION AND WARGAMING HUB (DEWH) LESSONS CONTRACTOR - TERMS OF REFERENCE

Requirement

1. The Defence Experimentation and Wargaming Hub (DEWH) requires a resilient, contractor-delivered, permanent lessons capability which can conduct analysis of operational and strategic level lessons to inform the wargaming planning and delivery process and exploit the findings from wargaming back into lessons for Warfare Development.

Responsibilities

2. **Core Function.** The core responsibility of the DEWH lessons contractor is to capture, analyse and exploit findings from wargaming activity. This analysis will inform future wargame design and also contribute to the wider lessons community's understanding of lessons and themes from operations, training and innovation. This will include:

a. **Capture.** Gather relevant findings from wargaming at both OFFICIAL and SECRET classifications.

b. **Analyse.**

(1) Review wargame findings both within the context of the wargame but also lessons from operations, training and history. Supporting data may be drawn from UK Defence but also other nations, academia and partners across government.

(2) This analysis should inform game design and improve the commissioner's and designers understanding of the task. Findings from similar and relevant wargames must be reviewed to ensure that previous outputs are successfully exploited.

(3) Findings from the wargame's data capture and analysis plan should be analysed at the event's conclusion. Findings should be synthesised with extant lessons to enhance wider understanding. Outputs must be relevant and benefit the Integrated Force and Defence.

c. **Resolve.**

(1) Routinely share LIs and findings from wargaming using coherent, all-informed, and intuitive knowledge management procedures.

(2) Allocate LIs to the appropriate action bodies with authority to resolve them.

d. **Exploit.**

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- (1) Facilitate work needed to resolve LIs including support to innovative programmes and assist exploitation events with the stakeholder community.
- (2) Ensure the lessons process has adequately addressed the original issue through the tracking of experimentation, exercises and operational activity.
- (3) Ensure correct information management of all wargame outputs and findings so that they are available to current and future lessons practitioners.

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.

4. **DLIMS Manager.** The Lessons Contractor will act as the principle DLIMS manager for DEWH, 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 DEWH Lessons Contractor may also be required to 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 the incumbent should possess:

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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 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.** Daily tasking will be provided by AH DEWH, who will set priorities based on the direction of DIWC.

11. **Monitoring lessons contract performance.** The performance of the lessons contract (as it relates to Wargaming) will be managed using the following mechanisms:

- a. **AH DEWH update meeting (weekly).** The DEWH lessons contractor will update AH DEWH and Hub staff on lessons activity, good practice and processes. Priorities and direction and guidance will be given as required.
- b. **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 is co-ordinated by the IWC lessons contractor who provides informal feedback to AH A&A upon the conclusion of each meeting.
- c. **A&A Co-Ord Meeting (monthly).** The DEWH lessons contractor will attend A&A coordination meeting as required to ensure coherence and understanding between workstreams and to share lessons and good practice.
- d. **Line Management Review (quarterly).** AH DEWH (or a nominated member of the team) will line manage the DEWH lessons contractor and discuss performance with the contract provider as required.
- e. **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. The lessons contractors work to objectives set within the IWC Management Plan and outputs are reviewed at this forum.

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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) Access to MOD Southwick Park and other working locations.