

ANNEX G. PROJECT KEY USER REQUIREMENTS

1. **Single Statement of User Need.** To deliver integral support to the functioning of an effective Lessons system that processes key operational and strategic lessons, as directed by Director Integrated Warfare Centre (IWC) and in line with the IWC's management plan objectives, the User requires External Assistance (EA) in the form of Contracted Lessons SMEs, as this SQEP does not exist within the military cohort.

2. **Key User Requirements.**

a. **KUR 1. Observation Capture and Analysis.** Within their area of work, Lessons Contractors will support the capture and analysis of observations, in order to identify the root cause of the issue and provide an explanation as to why the observed issue happened.

(1) **Threshold MOE.** Lessons Contractors are the focal point within their area of work for drawing key observations from Defence activity within that area, such as operations and training. Contractors enter these observations on to the DLIMS system. Lessons Contractors will then support the owner of the observation to analyse the issue and identify a root cause. The quality of this analysis sets the conditions for an informed resolution or remediation to be proposed.

(2) **Objective MOE.** Integral Defence Personnel are able to draw key observations from Defence activity within their area, such as operations and training, and enter these observations on to the DLIMS system without Contracted support. Owners of the observation can independently analyse the issue and identify a root cause and the quality of this analysis sets the conditions for an informed resolution or remediation to be proposed.

(3) **Justification.** This KUR is needed to provide the level of support to Defence needed to ensure that key observations are drawn from Defence activity, analysed to a suitable standard and entered on to DLIMS for further processing and remediation. The threshold MOE is set as such due to the current lack of SQEP across integral Defence personnel resulting in the demand for Contracted support.

(4) **Validation.** In accordance with the governance measures outlined in the 'Deliverables' section of this SOR and monitoring performance measures at para 11 in Annexes A-E, respective line managers will assess Contactor performance and outputs and report back to AH A&A that the activity is taking place to a suitable standard and a formal assessment of the activity will take place at the IWC Command Board.

b. **KUR 2. Lesson Remediation.** Lessons Contractors will facilitate remediation actions and track the lesson identified through this process.

- (1) **Threshold MOE.** Lessons Contractors will identify the appropriate SME(s) best placed to action the suggested remediation for the lesson identified. Lessons Contractors will then link the lesson owner with the relevant SME(s), ensuring that appropriate priority is given to the remedial actions and track the lesson through the remediation, implementation, and validation process.
- (2) **Objective MOE.** Integral Defence Personnel can identify the appropriate SME(s) best placed to action the suggested remediation and work with the relevant SME(s), ensuring that appropriate priority is given to the remedial actions, tracking their own lesson through the remediation, implementation, and validation process, without the need for Contracted Support.
- (3) **Justification.** This KUR is needed to ensure that Defence can select appropriate action bodies to remediate lessons identified. The threshold MOE is set as such due to the current lack of SQEP across integral Defence Lessons Staff, resulting in the demand for Contracted support.
- (4) **Validation.** In accordance with the governance measures outlined in the Deliverables section of this SOR and monitoring performance measures at para 11 in Annexes A-E, respective line managers will assess Contactor performance and outputs and report back to AH A&A that the activity is taking place to a suitable standard and a formal assessment of the activity will take place at the IWC Command Board.

c. **KUR 3. Lesson Learned Sharing and Exploitation.** Lessons Contractors will support the sharing and exploitation of lessons learned using both the DLIMs system and other appropriate platforms.

- (1) **Threshold MOE.** Lessons Contractors oversee that lessons learned, resolutions and the outcome of remediation actions are shared via DLIMS and in other appropriate lessons forums, as identified by AH A&A, respective line management and 1 and 2* Governance forums. Lessons Contractors identify linkages between relevant lessons that have been processed via DLIMs in order to build a wider picture.
- (2) **Objective MOE.** Force development is supported by a functioning network of integral stakeholders exploiting the lessons pathway from capture to incorporation within the Joint Force, without the need for Contracted support. Lessons learned, resolutions and the outcome of remediation actions are shared via DLIMS and in other appropriate lessons forums. The IWC lessons team are able to identify

linkages between relevant lessons that have been processed via DLIMs in order to build a wider picture.

(3) **Justification.** The KUR is needed to ensure that the outcome of lessons learned are shared in appropriate forums that prevent the repetition of mistakes and improve good practice across Defence. The threshold MOE is set as such due to the current lack of SQEP across integral Defence Lessons Staff, resulting in the demand for Contracted support.

(4) **Validation.** In accordance with the governance measures outlined in the Deliverables section of this SOR and monitoring performance measures at para 11 in Annexes A-E, respective line managers will assess Contactor performance and outputs and report back to AH A&A that the activity is taking place to a suitable standard and a formal assessment of the activity will take place at the IWC Command Board.

d. **KUR 4. Analytical Research.** Contractors will produce geographic, thematic or temporal analytical and/or summary papers on lessons and deliver verbal briefs or presentations.

(1) **Threshold MOE.** Lessons Contractors deliver the required paper/brief, as per the allocated deadline.

(2) **Objective MOE.** The IWC Lessons team are able to meet the demand for analytical work, as per the allocated deadlines, without the need for Contracted Support.

(3) **Justification.** There is a persistent demand for research and analysis, dictated by global events and the potential effect on UK Defence. The IWC Analysis team currently does not have the SQEP and capacity to meet this demand without Contracted Support.

(4) **Validation.** AH A&A, Line Managers and Director IWC are satisfied that the demand for analytical work has been met, either with Contracted support (threshold MOE) or within the integral IWC analysis team (objective MOE) and decision makers are appropriately informed by the products produced.

e. **KUR 5. Support the delivery and development of an effective lessons process across Defence.** As DLIMs managers for their respective areas, Lessons Contractors will grant access to DLIMS, support Gatekeepers to use the system and provide access to training where required.

(1) **Threshold MOE.** Lessons Contractors will support and educate DLIMS users within their area through the information entry and retrieval process. This must be coherent with the wider Defence

Organisational Learning Strategy (DOLS) in addition to being compatible with the NATO standard.

(2) **Objective MOE.** DLIMS users are able to access DLIMS and process observations/lessons to a standard that the coherent with the wider Defence Organisational Learning Strategy (DOLS) in addition to being compatible with the NATO standard, without support from Lessons Contractors.

(3) **Justification.** The level of knowledge and skills required to use DLIMS effectively is low across Defence. The IWC Analysis team currently does not have the SQEP and capacity to meet this demand without Contracted Support. Contracted Support is therefore required to ensure that lessons are processed to a common standard.

(4) **Validation.** In accordance with the governance measures outlined in the Deliverables section of this SOR and monitoring performance measures at para 11 in Annexes A-E, respective line managers will assess Contactor performance and outputs and report back to AH A&A that the activity is taking place to a suitable standard and a formal assessment of the activity will take place at the IWC Command Board.

f. **KUR 6. Lessons Community of Practice.** Lessons Contractors will contribute to a lessons community of practice within Defence and the international community of NATO and allied partners.

(1) **Threshold MOE.** Lessons Contractors will actively participate in key engagements within the lessons community, both nationally and internationally, within Defence and outside with Other Government Departments and other key stakeholders. Contractors attend relevant working groups within their areas of work as the lessons representative within these forums. This activity has contributed to the continued development and improvement of UK defence Lessons process.

(2) **Objective MOE.** The IWC Lessons team as the SQEP and resource to actively participate in these key engagement events, without the need for Contracted Support. This activity has contributed to the continued development and improvement of UK defence Lessons process.

(3) **Justification.** The Defence Lessons team must maintain a regular rhythm of discussion and collaborative working to share observations, lessons and insights and expand the reach of the lessons community of practice outside of UK Defence. Lessons Contractors are key players in this process due to the nature of their work.

(4) **Validation.** In accordance with the governance measures outlined in the Deliverables section of this SOR and monitoring performance measures at para 11 in Annexes A-E, respective line managers will assess Contactor performance and outputs and report back to AH A&A that the activity is taking place to a suitable standard and a formal assessment of the activity will take place at the IWC Command Board.

g. **KUR 7. Innovation Development.** The jHub Lessons Contractor will contribute to the development and improvement of innovation projects within Defence by embedding in all innovation projects with formal interventions for lessons capture established at key points through the phases.

(1) **Threshold MOE.** The jHub Lessons Contractor will actively participate at innovation processes, providing Lessons Identified (LI) and/or Learned (LL) that may be of relevance to the innovation project, using both the DLIMS database and drawing on historical lessons. The Lessons Contractor will act as an independent and impartial challenge function to enable continuous improvement and will also facilitate the debriefing of projects that are in the 'closure' phase, recording LI's will be captured as per Defence Lessons Policy.

(2) **Objective MOE.** The above activity is conducted to the required standard by an integral SME(s), without Contracted Support.

(3) **Justification.** Innovation activity must include an effective lessons function in order to ensure that lessons are captured and processed during the innovation life cycle. The IWC Analysis team currently does not have the SQEP and capacity to meet this demand without Contracted Support. Contracted Support is therefore required to ensure that lessons are captured and processed to an appropriate standard.

(4) **Validation.** In accordance with the governance measures outlined in the Deliverables section of this SOR and monitoring performance measures at para 11 in Annexes A-E, Head jHub will assess Contactor performance and outputs and report back to AH A&A that the activity is taking place to a suitable standard and a formal assessment of the activity will take place at the IWC Command Board.

h. **KUR 8. Wargaming Development and Exploitation.** Contribute to the development and improvement of Wargaming within Defence by providing an integral lessons capability.

(1) **Threshold MOE.** The DEWH Lessons Contractor will process and analyse observations made during wargaming activity in order to inform future wargame design and Defence activity. They will also

exploit existing operational strategic and lessons that may inform and shape wargaming planning and delivery. Findings are shared within DEWH and the wider lessons community in order to improve understanding of currently themes from operations, training and innovation.

(2) **Objective MOE.** The above activity is conducted to the required standard by an integral SME(s), without Contracted Support.

(3) **Justification.** Wargaming activity requires analysis to inform game planning and design, exploit findings from previous relevant wargames and ensure activity is based upon current and upcoming lessons that Defence may face. This must include an effective lessons function. The IWC Analysis team currently does not have the SQEP and capacity to meet this demand without Contracted Support. Contracted Support is therefore required to ensure that lessons are captured and processed to an appropriate standard.

(4) **Validation.** In accordance with the governance measures outlined in the Deliverables section of this SOR and monitoring performance measures at para 11 in Annexes A-E, Assistant Head Defence Experimentation and Wargaming Hub will assess Contactor performance and outputs and report back to AH A&A that the activity is taking place to a suitable standard and a formal assessment of the activity will take place at the IWC Command Board.