



Ministry
of Defence

ACQUISITION SYSTEM HANDBOOK

TABLE OF CONTENTS

INTRODUCTION	5
1. BEHAVIOURS	9
1.1 Making Behaviour Change Happen	9
Overview	
Behaviour Principles	
Behaviour Change Model	
2. PLANNING, TASKING & ACCEPTANCE	11
2.1 Planning	11
Overview	
Planning, Tasking & Acceptance Behaviours	
CASPs / ISPs and the Departmental Planning Process and ABC	
Lead Command and Lead Delivery Agent	
Refreshing and Agreeing CASPS	
Developing & Agreeing IS Plans	
Demand Management	
2.2 Tasking	19
Overview	
Tasking Coverage	
Tasking Information required	
2.3 Requirements Setting	22
Overview	
Requirements Management and DE&S	
Change and Improvement Programmes	
2.4 Acceptance and Decision Support	25
Evaluation and Acceptance Criteria	
Decision Support	
Assurance	
Scrutiny and Approvals	
3. CHANGE MANAGEMENT & CONFIGURATION CONTROL	28
3.1 Change Management	28
Overview	
Change Management and Configuration Control Behaviours	
Changes to the DE&S-Managed POW	
Changes to the ISS Portfolio	
Materiality, Thresholds and Delegated Authority	
3.2 Configuration Control	33

4. PERFORMANCE MANAGEMENT	35
4.1 Overview	35
Context and scope	
Performance Management Behaviours	
Definition of Performance Management	
Definition and Application of Accountability and Responsibility	
4.2 Performance Assessment – Commands to DE&S/ISS	38
The Two-Level Model	
Formal Performance Assessment at CASP/ISP Level: The Customer Review	
Formal Performance Assessment at CASP/ISP Annex Level	
Working Level Management Fora	
Escalation Routes	
4.3 Alignment of Performance Management Arrangements	45
CASP and DE&S KPIs	
DE&S Customer Satisfaction	
Customer Voice	
4.4 PUS and CDS Holding to Account of Commands	47
Holding to Account	
Defence Board and TLB Reporting	
4.5 Head Office Corporate Performance Management of DE&S and ISS	48
4.6 Performance Monitoring – Command to DE&S/ISS	48
Management Information (MI) and Business Intelligence (BI)	
Metric Development and Monitoring	
Factbase	
4.7 Health of the Acquisition System	52
Overview	
Acquisition System Authority	
5. INTERFACE PARAMETERS	54
5.1 Overview	54
5.2 The Nature of the Interface Relationship	54
Command Side Parameters	
Common Parameters	
Delivery Agent Parameters	
6. ROLE PROFILES & UPSKILLING	58
6.1 Context	58
6.2 Role Profiles	58
Command Senior Role Profiles	
Command Support Functions	
Delivery Agent Counterpart Role Descriptors	
6.3 Upskilling	62

Acquisition System Handbook
Version 1.0 (17 July 2014)

Annex A Essential Outcomes	63
Annex B Acquisition System Behavioural Principles and Relationships	63
Annex C Command Senior Role Profiles	66
Annex D Delivery Agent Role Descriptors	77
Annex E Acquisition System Handbook: Terminology	81

INTRODUCTION

1. The Acquisition System Handbook (ASH) builds on the principles set out in the Acquisition System Operating Model (ASOM),¹ which itself reflects a number of the considerations from the Levene Report into Defence Reform.² The ASOM is not replicated in the ASH and, therefore, it is **recommended that the ASOM is read prior to reading this document**.
2. The ASH provides explanatory direction and guidance for the users of the Acquisition System. It focuses on the key changes in the system and outlines the mandated processes, and the accountability for these, by which the Department acquires equipment, logistic support and services to enable the Commands³ to deliver the military capability required.

Purpose

3. The ASH covers:
 - **Direction** in the form of **mandated elements** (inputs, activities and outputs, and the accountability for these), that are integral for the effective and efficient operation of the Acquisition System and cannot be bypassed;
 - **Guidance** on how the Acquisition System is expected to operate, with a focus on the interfaces between organisations, which should be considered as part of the development of tailored local processes and procedures;
 - The **behaviours and ways of working** that, when actively embedded and practised, will maximise the benefits delivered by the Acquisition System; and
 - The **recommended functional role profiles** that organisations using the Acquisition System should develop and the mandated accountabilities, delegated authorities and the key responsibilities of these.
4. At the heart of both the ASOM and the ASH is the concept of empowering the Commands as Intelligent Customers⁴ of both DE&S and ISS⁵ and embedding the processes and behaviours to achieve this within the Commands and also within DE&S, ISS and Head Office.
5. The ASH, together with ASOM, supports the implementation of the essential reforms necessary to deliver an initial operating capability for the Acquisition System in April 2015 and set the conditions to deliver further improvements beyond. As such, version 1 of the ASH is focused on the key changes required by April 2015. Where content relates to design of the Acquisition System beyond this date it is clearly sign-posted as such.
6. The Essential Outcomes (see Annex A) provides further clarity on the core aims of the Customer Design Programme and the essential changes that need to be achieved for IOC in April 15 as part of a broader continuum of change.

¹ The Acquisition System Operating Model Version 2.0 dated 17 July 2014.

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/27408/defence_reform_report_struct_mgt_mod_27june2011.pdf

³ Predominately the Commands including Strategic Programmes.

⁴ Intelligent Customer is defined as a customer that has clear understanding and knowledge of their requirements and the products or services being supplied in response, including the collaborative management of their supply, as well as the ability to use those products or services safely and effectively.

⁵ As part of Joint Forces Command.

The Acquisition System

7. The Acquisition System is a set of discrete roles, accountabilities, functions and activities undertaken by key individuals to deliver the Equipment, Services, Logistics and Support (ESL&S) required principally by the Armed Forces – including procurement, in-service support and commodity management (Figure 1).

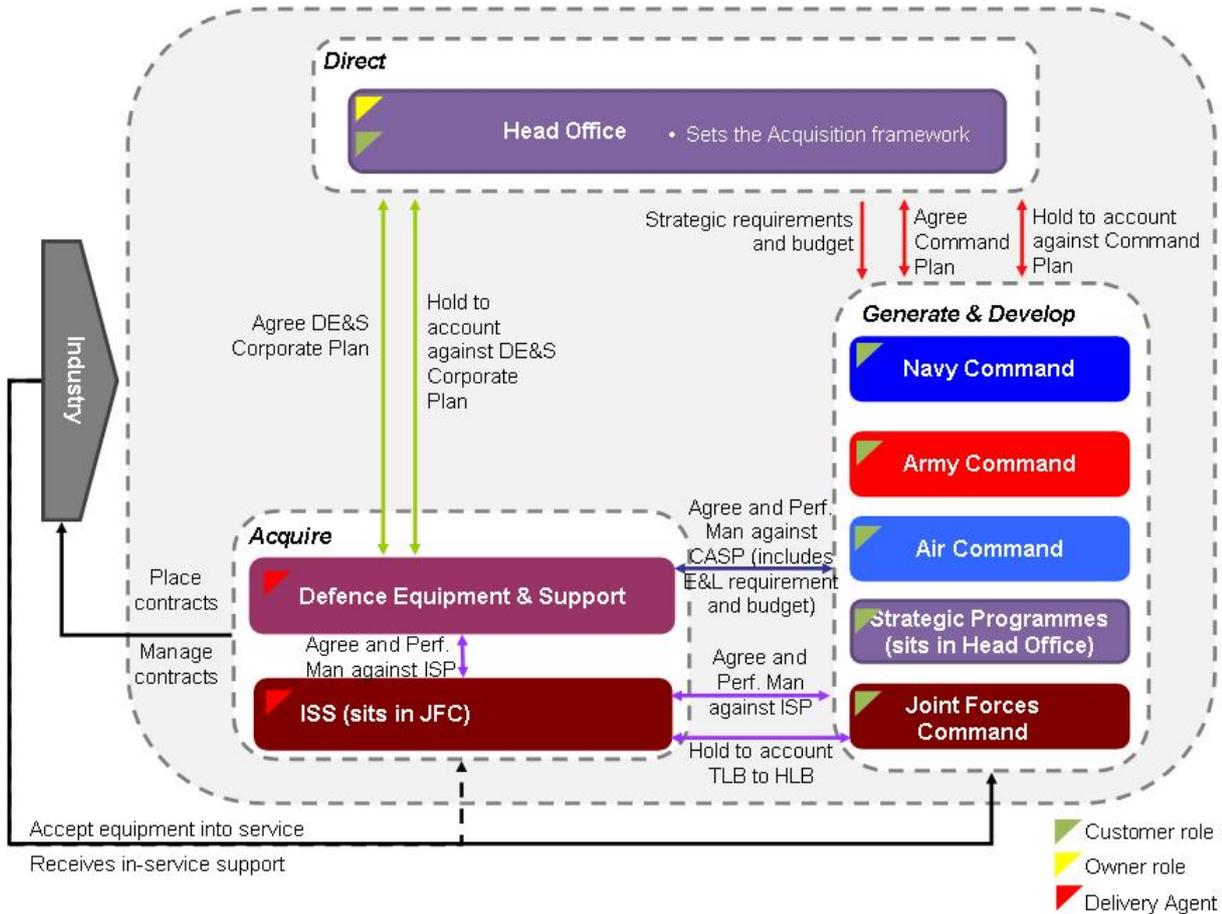


Figure 1: The Acquisition System

8. The Acquisition System is founded on two key principles:

- **Simplicity of approach** – Individuals and organisations use simple, efficient and effective processes minimising complexity wherever possible. A minimal set of parameters are articulated in the ASOM, within which individuals and organisations must comply to ensure the efficient and effective operation of the System.
- **Clarity of accountability** – Individual accountability and responsibility are clear and reinforced through the System with appropriate mechanisms for holding individuals to account.

9. Building on these principles, the Acquisition System is operated through two key activities:

- **Setting and maintaining the baseline:** i.e. activities which result in an agreed Programme of Work (POW) and tasking being placed on DE&S and ISS (the Delivery Agents) against which they can be held to account; and
- **Managing performance against the baseline:** i.e. activities which review and assess the delivery of the POW.

Underpinned by:

- **Behavioural Change** as the key enabler.
10. These activities are described in more detail in the subsequent chapters of this document covering: Behaviours and then Planning, Tasking and Acceptance; Change Management and Configuration Control; and Performance Management.

Alignment of the ASH with the ASOM

11. The ASH builds on the principles and structures as set out in the ASOM and sits within a hierarchical suite of documents which define the operation of the Acquisition System within the context of the overall Defence Operating Model (Figure 2).
12. The Acquisition System is designed in accordance with the principles and processes articulated in the Defence Operating Model⁶ and the Financial Military Capability Operating Model⁷ (FMC OM). As a result, their core content is not replicated in this document.
13. Similarly the ASOM and the ASH draw on the principles and the core content of the Information Operating Model⁸, due to be refreshed by September 2014.

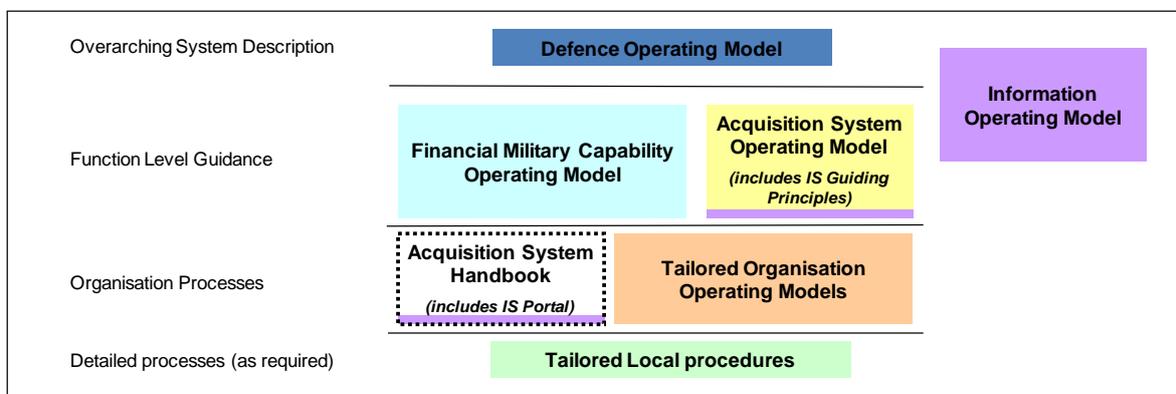


Figure 2: The Acquisition System hierarchy of documents. This diagram purposefully does not include the Acquisition System Operating Framework (AOF) which remains valid and in use. The AOF will be refreshed in combination with the ASOM and with reference to the documentation, outlined above, for April 15.

Evolution

14. In the longer term, the principles and guidance outlined in the ASOM and the ASH will develop alongside the evolution of a refreshed Acquisition Operating Framework (AOF);^{9,10} taken forward in collaboration with Defence Portfolio and Approvals Secretariat (DPAS), FMC, the

⁶ The New Operating Model: How Defence Works v4.0 (published 1 April 2014).

⁷ The Financial Military Capability (FinMilCap) Transformation Programme is implementing an integrated financial and military capability planning process across the Ministry of Defence in accordance with Chapter 8 of the Levene Report.

⁸ Information Operating Model (IOM) Design Document V 2.0 (31 August 2012).

⁹ http://aof.uwh.diif.r.mil.uk/aofcontent/atoz_index.htm.

¹⁰ This may evolve into a JSP for the Acquisition System.

Materiel Strategy Programme, the Financial Transformation Programme (FTP) and development of the Information Operating Model.

15. Sufficient flexibility is being sought in the design to enable organisations to adapt the processes outlined in the ASH to meet their own requirements. However, this must be done whilst maintaining coherence across the System as well as ensuring the existence of a disciplined interface between the Delivery Agents (DE&S and ISS) and the Customer.
16. This means that a **minimum amount of direction** (particularly focussed on the interfaces) is detailed in the ASH. Within this framework, individual organisations are to develop their own Tailored Organisational Operating Models.

Ownership

17. The Acquisition System Handbook has been endorsed by the Defence Authority for the Acquisition System.¹¹
18. The Defence Authority for the Acquisition System oversees the Acquisition System and is responsible for its continuous improvement.
19. The Defence Authority owns this guidance. The maintenance of, and any revisions to, the ASH will be taken forward by the Acquisition System Authority (ASA) on behalf of the Defence Authority. Further information on the role of the ASA can be found in Section 4.7.

¹¹ DG HOCS

1. BEHAVIOURS

1.1. Making Behavioural Change Happen

Overview

1.1.1. The most important enabler to better outcomes in the Acquisition System is behavioural change. This section builds on previous behavioural and values work which has been conducted in Defence, including the Defence Values for Acquisition from the Defence Acquisition Reform Programme (DARP) and the overarching behavioural change model for Defence (Be-Think-Do) developed as part of Defence Transformation.

Behavioural Principles

1.1.2. Acquisition System behaviour principles provide a framework for behaviours required in the System which have been brought about by the changes in responsibility and accountability arising from the establishment of DE&S as a Bespoke Trading Entity (BTE). The Acquisition System behavioural principles are listed below, and align with the overall Acquisition System design principles of accountability and simplicity:

- **Transparent** (timely and open information sharing, clear, accurate)
- **Financially astute** (decision making, requirements setting and Performance Management)
- **Accountable** (individuals, supporting each others' accountabilities and responsibilities, and H2A at all levels)
- **Practical** (focus on 80/20 and abiding by decisions)
- **Knowledgeable** (of our business, of our capability/capacity, of our Customers/Delivery Agents' needs)
- **Trusting** (delegation and empowerment, supporting each other and focused on best for Defence)
- **Improving** (tackling failure swiftly and learning across all relationships)

1.1.3. How these overarching principles are applied to the various core Acquisition System activities are discussed at the start of relevant sections within this handbook. Additionally these principles are interpreted by organisational perspectives at Annex B.

1.1.4. Overall applying these behaviour principles will lead to:

- An appreciation of cost/value in all acquisition business

At every stage in the Acquisition System, decisions are to be made with the financial impact of the decision well understood, on an economically rational basis and supported by quality data which is developed once but used many times.

- Acquisition organisations working together in a transparent, constructive and knowledgeable way

Effective working relationships across the system are key to its success. Open, structured discussions which actively seek to drive improvement in the relationships, the processes used and overall delivery outputs are to be the norm.

- Clarity and confidence in the respective roles of organisations in delivering the best outcomes for Defence

Delegation, empowerment and holding to account are central to the system. The structured and disciplined interface provides a formal mechanism to ensure consistency and clarity between organisations.

Behavioural Change Model

1.1.5. The Defence model for behaviour change (shown in Figure 3) is to be used in planning for Acquisition behavioural change. There are five levers which all need to work together if the desired behavioural change is to be achieved:

- Leaders across the organisation must **be seen to role model** the behaviours required
- The behaviours needed must be **communicated** and people engaged in them repeatedly and regularly
- People must be given the **capability to change**, i.e.: the skills and training they need to enable the change
- Processes and structures must be (re-)designed to **reinforce** the change required
- People should be involved in the local development to gain a sense of **ownership** in the change required

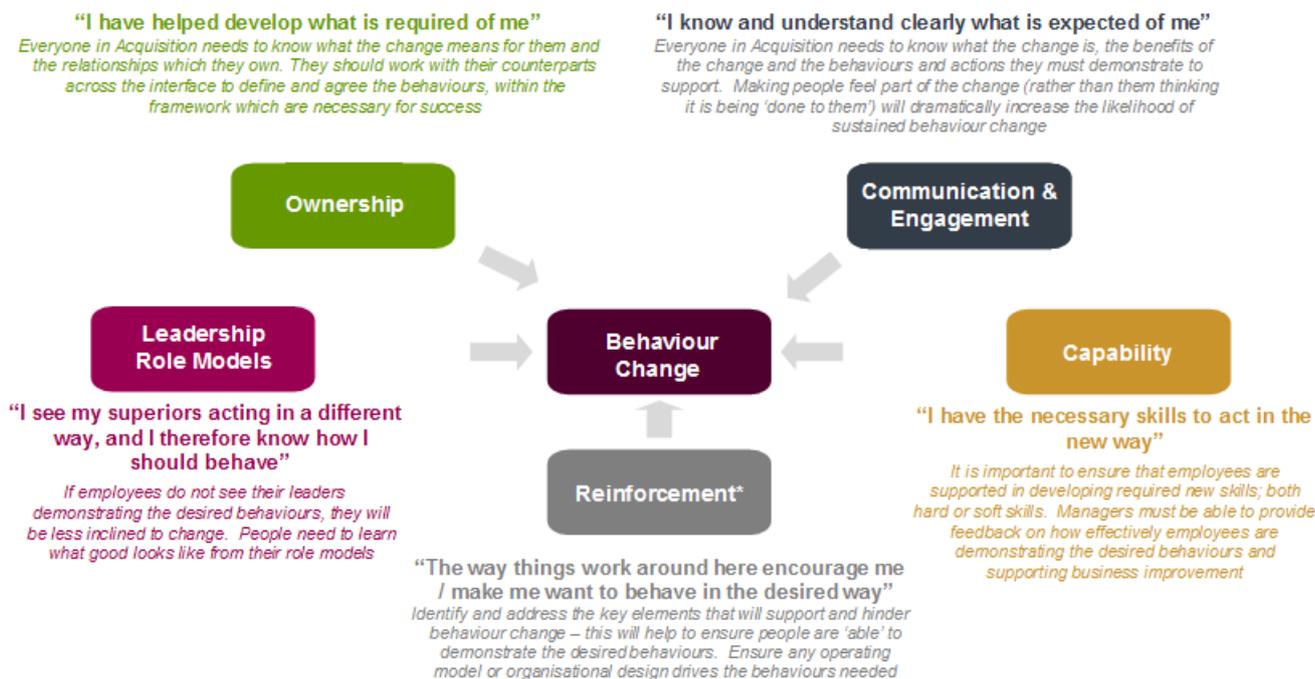


Figure 3: Five levers to drive acquisition behavioural change

2. PLANNING, TASKING AND ACCEPTANCE

2.1. Planning

Overview

2.1.1. This section focuses on the behaviours and processes for setting and agreeing the Equipment, Services, Logistics and Support (ESL&S) requirements Commands wish to place on the Delivery Agents. These requirements are captured in Command Acquisition Support Plans (CASPs) and Information Service Plans (ISPs) which are owned by the Commands. These plans need to align to overall Departmental planning and budgeting processes¹².

MANDATED ELEMENTS

- CASPs/ISPs must be aligned with and referenced by the Command Plan, and will be the documents that govern the interfaces between Commands and Delivery Agents.
- CASPs/ISPs will form the basis of the agreement between Commands and Delivery Agents, setting out the obligations, deliverables and metrics against which delivery will be assessed.
- In developing CASPs/ ISPs, Commands must engage in continuous collaborative dialogue with DE&S and ISS in order to obtain their professional advice and costings (including financial, technical, commercial and contractual industrial input).
- The principle of Lead Commands set out in the FMC OM must be applied to the development and agreement of CASPs and ISPs.
- For ESL&S requirements that cut across DE&S and ISS responsibilities, the Sponsoring Command must agree with the Delivery Agents as to where the leadership for delivering the overall requirement should sit and a lead Delivery Agent assigned.
- As part of refreshing the CASP, the CASP Owner and other relevant Command personnel must meet with DE&S to discuss the performance of the extant CASP and conduct a lessons learned exercise to understand where improvements can be made
- CASP Owners must ensure that suitable “top down” direction on risks and opportunities for the CASP refresh is set out in the candidate CASP Plan.
- Commands and DE&S/ISS must assign accountability for refreshing and negotiating the CASP/ ISP (main body and annexes) to named accountable individuals.
- CASP/ISPs must be finalised within 30 working days of Head Office agreeing Command Plans and the conclusion of the ABC/ Departmental Planning Process.
- ISPs must be agreed through the Defence IS Portal.
- ISP agreement and subsequent agreement of any proposed material changes to the ISS managed programme of work must be managed through the Defence IS Portal.

Planning, Tasking and Acceptance Behaviours

2.1.2. The following key behaviours are crucial to the success of Planning, Tasking and Acceptance as revised processes in Defence.

¹² Head Office (excluding Strategic Programmes) may engage with DE&S and ISS to deliver Equipment, Services, Logistics and Support (ESL&S). Given the varied nature of these requirements and interfaces with DE&S and ISS, the process is not being mandated and the requirements should be captured in an appropriate form within the overall Acquisition System principles.

Acquisition System wide

- **Transparency** in sharing information across all Acquisition System interfaces that informs decisions at all levels.
- Real **empowerment** of individuals who are supported by their respective organisations and given the required tools to do the job.
- Using **professional judgement** and discretion in unclear circumstances and trusting the judgement of colleagues as fellow professionals.
- Actively seeking to acknowledge, capture and **learn from past experiences** without being defensive.
- Avoiding frictional costs, additional complexity and diseconomies of scale through **empowered, timely and accountable decision making** by individuals.
- Act in accordance with the **policy, rules and guidance** set by the Department wide Defence Authorities.

In Head Office

- **Consult with Commands** on the impact of “strategic shocks” and options for resolution to ensure that the rationale behind decisions is understood and outcomes are put into place more efficiently.

In Commands

- **Actively avoiding re-baselining** the programme of work.
- Focussing on the 95% that is working rather than be ruled by exception ‘i.e. **do not let the best or worst stand in the way of the good**’.
- Making a **conscious move away from reactive decision making** by engaging early with delivery agents in scoping demand requirements.
- **Resolving issues at the lowest possible level** at the earliest realistic opportunity.

Delivery Agents

- Advising and supporting the Commands as an “**intelligent delivery agent**” during the formulation of the Programme of Work (POW) to help generate a POW that is **achievable within resource constraints and ‘right first time**’.
- Adopting a **strong Customer focus over Industry orientation**, apparent at all levels of the organisation.

Links to the Departmental Planning Process and Annual Budgetary Cycle

2.1.3. When undertaking capability planning, the Commands are accountable for proposing to Head Office how they intend to deliver the required capability within the resources allocated.¹³ The Generic Capability Management Model and Capability Management Practitioners' Guide sets out how Capability Management should be performed. Further guidance on the Capability Planning process is not provided in this document.

¹³ The Capability Planning Process is outlined in the FMC OM.

- 2.1.4. In undertaking capability planning, Commands will identify the ESL&S they require, and agree with the Delivery Agents how this will be provided. The resultant POW is captured in the CASPs (for DE&S) from April 2015 and subsequently in ISPs (for ISS)¹⁴. It is imperative that CASPs and ISPs are aligned to, and referenced by, the Command Plans to provide overall coherence between plans. **This will require candidate CASPs and ISPs to be developed iteratively alongside candidate Command Plans.**
- 2.1.5. To facilitate this alignment, the schedule for developing CASPs¹⁵ and ISPs mirrors the schedule for developing Command Plans in accordance with the Defence Programming Timetable. At a practical level, this will require Commands to have costed changes in ESL&S requirements, including any necessary adjustments to operating costs, that are agreed with DE&S and ISS, such that:
- The submission of the candidate Command Plans to Head Office is supported by the candidate CASPs and ISPs, which cover the proposed changes to the ESL&S POW, to ensure that there are no gaps.
 - The EPP and ESP financial summaries in the ABC Command Reports and the financial data in PB&F are consistent with the financial data in the candidate CASPs and candidate ISPs.
- 2.1.6. As the Departmental Planning Process / Annual Budget Cycle (ABC) process progresses from candidate submissions to agreed positions the candidate CASPs/ISPs should be adjusted to reflect any changes made as a result of strategic balance of investment decisions or options approvals. As such, the final agreed Command Plans and associated Control Totals should already be aligned with the CASPs and ISPs, enabling these to be finalised between Commands and Delivery Agents with no (or at least minimal) last minute changes.
- 2.1.7. Throughout this process the Commands must engage in continuous collaborative dialogue with DE&S and ISS in order to obtain their professional advice and costings (including financial, technical, commercial and contractual industrial input). This will take account of any capacity and operating cost considerations.

Lead Command and Lead Delivery Agent

- 2.1.8. The principle of Lead Commands set out in the FMC OM must be applied to the development and agreement of CASPs and ISPs. Where a CASP/ISP Annex involves the use of a Lead Command, the appointed Lead Command is responsible for sponsoring and owning the tasking and for securing the appropriate resources that will be provided to DE&S/ISS.
- 2.1.9. Where ESL&S requirements cut across DE&S and ISS responsibilities, the Sponsor must also agree with the Delivery Agents as to where the leadership for delivering the overall requirement should sit and a Lead Delivery Agent assigned; this is likely to be based on which Delivery Agent is responsible for the majority of the requirement, or where there is specific responsibility for the integration of the outputs of the other Delivery Agent. It is the Lead Delivery Agent's responsibility to agree the provision of services to it from other Delivery Agents and ensure these are captured as dependencies. For example:
- Where DE&S is the Lead Delivery Agent, it should capture ISS services being provided to it in its ISP with ISS

¹⁴ The exact timing of the introduction of ISPs is TBC

¹⁵ As set out in the relevant CASP Implementation Instruction.

- Where ISS is the Lead Delivery Agent, it should capture DE&S services being provided to it in the ISS annex of the JFC CASP.

Refreshing and Agreeing CASPs

Instructions and Schedule

2.1.10. The ASOM sets out the role of CASPs in specifying the agreed POW placed on DE&S by the Commands. This guidance is supplemented by Technical Instructions, issued by FMC as part of Departmental Planning/ABC processes¹⁶.

CASP Structure

2.1.11. At any point in time, a CASP (comprising the Plan (main body) and Annexes) should provide an understanding of:

- The ELS&S strategic direction, key risks and opportunities for a Command in the current and mid-to-long term (for forward planning of DE&S resources).
- The ESL&S requirements of a Command and the POW outputs that DE&S will deliver.
- The resources / GFx made available to DE&S by a Command (e.g. financial and human resources, including inter-Command obligations).
- Accountabilities, responsibilities and delegated authorities.
- The Annex-specific performance metrics.

2.1.12. An overview of the structure of a CASP is contained in the ASOM. In summary, the CASP comprises:

- **The Main Document** – this details the most salient parts of the commitment (including strategic context and planned changes) between the Command and DE&S which will be managed at sub-portfolio level (based on a 2+8 year view) and Key Performance Indicators (KPIs). The Plan is refreshed in line with the Command Plan development.
- **Annexes** – these provide the comprehensive reference documents for the ESL&S POW and the Command's obligations¹⁷. The timeframe covered by each Annex should align to the overall timeline covered by the relevant tasking and associated business cases (for example, an approved business case covering support arrangements over 30 years should have a CASP Annex for this period). Commands may, should they wish to, use Task Orders to define sub-elements of an Annex in line with their own internal governance and management structures; whilst adhering to the direction surrounding Annex Owner accountabilities and performance management arrangements set out in the ASOM and this document.
- **CASP Handbook** – this is a repository for 'static' reference information that supplements the Plan (Main Document), including subjects such as governance, review, reporting and responsibilities. It should be developed in line with the ASH to reflect individual Command's arrangements and procedures with DE&S. This may be nested within

¹⁶ The ASA will retain responsibility for and drive continuous improvement in the structure of CASPs/ISPs.

¹⁷ Content of an Annex could include P9/S9 allocated against programmes, key programme milestones, profile of programme expenditure and (in time) associated DE&S operating expenditure, financial and performance metrics, Lead Command reporting lines and associated dependencies and any required provision of resources and services by the Commands to DE&S.

Command Operating Models or Local Capability Management Handbooks as the Command sees fit.

Refreshing the CASP

2.1.13. Defence Acquisition is a continuous process in which the CASP represents a “snap shot” of the agreed DE&S POW for each Command. The CASP Annexes should be maintained and updated in-year to reflect agreed and approved changes as they occur; however, the entire CASP will also be refreshed annually as part of the ABC or re-baselined as part of a Departmental Planning Process in parallel with the Command Plan.

2.1.14. Given that the CASP provides 1+1 years in detail and the following 8 years (or longer) in outline linked to the Command Plan, a complete “bottom up” revision and re-costing of the CASP Annexes should not be required in ABC years, and should only be undertaken as part of a Departmental Planning Process where directed by Head Office. As such, the refresh is likely to focus on:

- Re-costing of affected P9/S9 lines to incorporate any direction and guidance and changes to Planning Assumptions issued as part of the ABC or Command Plan Implementation Instructions;
- Re-profiling of the Annexes that reflect agreed material changes to PCT that have occurred in year; and
- Potential additions or deletions to the POW being considered as part of the planning process.

2.1.15. As part of refreshing the CASP, the CASP Owner and other relevant Command personnel must work with DE&S to discuss the performance of the extant CASP and conduct a lessons learned exercise to understand where improvements can be made in the refreshed CASP. ISS may attend to inform this process where appropriate. In addition, the CASP Owner must ensure that suitable “top down” direction on risks and opportunities for the CASP refresh is set out in developing the candidate CASP Plan to inform subsequent discussion with DE&S in developing detailed agreements and any changes in the Annexes.

2.1.16. Both the Commands and DE&S must assign accountability for refreshing and negotiating the CASP Plan and Annexes to named accountable individuals (CASP Owners and CASP Annex Owners respectively, and their counterparts in DE&S). These individuals may delegate responsibility for refreshing the CASP. If so, then those receiving this delegated responsibility should be granted the appropriate authority.

- CASP Annex Owners should reach provisional agreement with the DE&S on any material changes to their Annex in sufficient time for any relevant content or conclusions to be included in the candidate CASP.
- CASP Owners should reach provisional agreement with the DE&S on the content of the candidate CASP in sufficient time for any relevant content or conclusions to be included in the candidate Final Command Plan submission.

2.1.17. Ultimate agreement of each CASP will be between the Service Chief (TLB Holder) and the Chief Executive DE&S (CDM). CASP Owners are accountable for ensuring the CASP is developed in line with Command Plans and ABC submissions, and for resolving points of disagreement between the Command and DE&S, other than where these require escalation to either Service Executive Board, as part of overall sub portfolio management, or the Capability Coherence Authority (CCA).

Agreeing the CASP

2.1.18. CASPs must be finalised within 30 working days of Head Office agreeing Command Plans and the conclusion of the ABC/ Departmental Planning Process. In finalising the CASP, DE&S is agreeing that they will manage delivery of the POW outputs to PCT (or equivalent ESP metrics) and will be held to account by Commands for this delivery. The Commands are agreeing that they will provide resources and meet obligations specified in the CASP and going forward they will manage against the POW using metrics agreed with DE&S.

Developing and Agreeing IS Plans

2.1.19. By April 2015, the format and content of the ISP will have been agreed by ISS and its customers. Shadow agreements may be in place where these are appropriate. The Defence IS Portal, which will act in a bridging role between ISS and its customers to match capacity and demand and to manage coherence across the Information System, will have reached IOC. The Portal will ultimately have the authority to negotiate and agree ISPs on behalf of the ISS organisation but this is unlikely to be fully operational in time for FY 15/16.

Instructions and Schedule

2.1.20. The schedule for agreeing the POW placed with ISS (outside of that for which DE&S is the Lead Delivery Agent) will reflect that used for the CASP. Technical Instructions for the structure, format, process for agreement and changes to the ISPs will be issued by JFC.

ISP Structure

2.1.21. High-level guidance on the IS Acquisition Guiding Principles and the role of ISPs between Commands/DE&S and ISS is set out in the ASOM. More detailed guidance will follow in due course but an ISP will be required where ISS is the sole delivery agent or where ISS is the Lead Delivery Agent. ISPs must be agreed through the Defence IS Portal (see below) and will cover two broad areas.

- An agreement of the volume of routine customer catalogue service requests (such as DII moves and reconfigurations), in the same way that CASPs will contain an agreement of the volume of 'Other DE&S Services'. This volume will be set annually by the Defence IS Portal and will include capacity for both simple requests and composite/integrated items from the IS catalogue.
- Bespoke programmes and projects (from the ABC planning process including the EP, UOR and minor TLB-demanded projects). These will be reflected in Annexes to the main ISP.

2.1.22. For DE&S programmes/projects that have an ISS element, dependencies will be captured in relevant CASPs (see above). The ISP between DE&S and ISS will capture the ISS obligations to DE&S under the Lead Delivery Agent construct and must be agreed through the Defence IS Portal.

2.1.23. The ISP structure, while still to be finalised, will reflect that of the CASP with a 'main document' and supporting annexes in which more detail about projects and programmes delivered by ISS will be defined. The ISP will capture the obligations it has on its customers as well as dependencies for delivery. It will also contain information on responsibilities and accountabilities in accordance with the acquisition principles and detail performance assessment and management agreements.

2.1.28. When performing capability planning and refreshing the CASP/ ISP, Commands must understand whether changes to ESL&S requirements are likely to have capacity and capability implications for the Delivery Agents²⁰. In turn, this will require Delivery Agents to provide indicative delivery implications as part of their support.

DE&S Demand Management

2.1.29. For April 2015, Commands will establish their ESL&S requirements through the development of candidate CASPs (Main Body and then Annexes) and, ultimately, an agreed CASP within the context of the ABC. In doing so, if there is a **proposed material change** (see paragraph 3.1.12) in the DE&S-managed POW, then Commands should bring forward the full financial implications of this (including the implications on the DE&S operating cost, which must be provided by DE&S) as part of their candidate Command Plan for Head Office consideration

2.1.30. In deciding on the Command's proposal, Head Office will reach a decision on the implications for the DE&S operating cost envelope. If the material change to the POW is agreed this will be incorporated in the outcome of the ABC and, as such, become part of the new baseline POW and the agreed DE&S Operating Cost Envelope.

2.1.31. If **no material change** to the POW is proposed then the expectation is that DE&S will remain accountable to the Owner's Council for delivery of the POW within the Operating Cost Envelope. Should DE&S raise capacity or capability issues with delivering the existing POW that cannot be resolved by the CASP Owner/ DE&S counterpart, then the issue should be escalated within each organisation and, if necessary, to the Capability Coherence Authority (CCA) which will consider the size and shape of the overall POW being placed on DE&S and DE&S's justification for its inability to meet the Command's requirement. Where the CCA concludes that DE&S is justified in being unable to meet the Command's requirement the CCA, in its role as exercising strategic balance of investment, will consider whether any reprioritisation across the portfolio is required – even where this may lead to other Command's requirements now not being met. Where the CCA believe DE&S should be able to meet the requirement from within its operating cost envelope it will raise this via the DE&S Owner's Council.

Future DE&S Charging Arrangements

2.1.32. The intent as expressed by the SofS in his statement of 10th December 2013 is for DE&S to move to a system of 'hard charging' in which customers would be charged for DE&S services as part of its Bespoke Trading Entity status. The mechanism and timing for hard charging has not been established and, therefore, further guidance on this point will be included in a future version of the ASH. However, at the point hard charging is introduced, it is likely that the DE&S demand management arrangements set out in the preceding section will be replaced by the charging arrangements.

Defence IS Portal

2.1.33. The Defence IS Portal will ensure visibility of all IS customer requests and facilitate the balancing of capacity and demand for the whole of the ISS work-book. ISP agreement and subsequent agreement of any proposed material changes to the ISS managed programme of work must be managed through the Portal.

2.1.34. Initial arbitration (including reconciliation between 'operational' and 'corporate' demands) that cannot happen at the local level will be provided through the introduction of a 2* Capability

²⁰ Capacity and capability to deliver the existing Programme of Work will have been provided following conclusion of the latest ABC/ Departmental Planning Process. For example, ABC14 provides capacity for DE&S to deliver the POW captured in SMART Contracts 14.

Council, chaired by Director Capability JFC. Issues that cannot be resolved in this forum should be raised for arbitration to the Capability Coherence Authority.

2.1.35. The differing demands placed on ISS argue for IS acquisition flexibility. The most significant volume of ISS activity will be generated by routine or complex catalogue-based demands; the IS Portal should enable rapid acquisition to meet these demands. The delivery of bespoke programmes and projects, principally led by DE&S, should be expected to continue to follow current acquisition processes, accelerated by enterprise architecture techniques that shorten and simplify the accreditation, coherence and technical scrutiny processes. These processes will be confirmed as the ISS Transformation programme matures.

2.2. Tasking

Overview

2.2.1. This section focuses on how Customers task Delivery Agents to deliver agreed ESL&S outputs. Outputs are jointly developed, iterated and agreed during the capability planning process and, for DE&S, codified within a series of Annexes (and where appropriate subdivided into Task Orders)²¹. On agreement of the CASP, the Annexes act as the record of the tasks placed with the Delivery Agent. For ISS, agreed outputs will be codified within the ISPs.

MANDATED ELEMENTS

- CASP Annexes must have a named CASP Annex Owner in the Command who is accountable for the content and delivery of that CASP Annex, and a named Delivery Agent counterpart.
- CASP/ ISP Annexes must cover:
 - Scope of work description.
 - Schedule/timescale requirements.
 - Delivery Agent activities/outputs and defined performance/quality.
 - Outcomes (expected ESLS outputs from Industry).
 - Resources (finance, human resources, GFx).
 - Assumptions.
 - Dependencies and obligations.
 - Financial profiles.

Tasking Coverage

2.2.2. CASP Annexes may be developed for discrete projects, or cover a number of projects or outputs – the only mandated requirement being that each CASP Annex must have a named CASP Annex Owner who is accountable for the content and delivery of that CASP Annex. CASP Annex Owners, where appropriate, may also delegate responsibility for Task Orders to Task Order Managers.

2.2.3. Each CASP Annex, and any associated Task Orders, should cover the life of the project/tasking and reflect the current approved stage business case to set out key

²¹ CASP Annexes may comprise a single Task Order – which is equivalent to the Annex – or a set of Task Orders under an ‘umbrella’ Annex

milestones and deliverables. The level of detail in the Annex/Task Orders should be commensurate with the 1+1+8 structure of the CASP, as set out in paragraph 2.1.14. CASP Annexes/Task Orders remain in force for as long as delivery activity is required and are reviewed annually as part of refreshing the CASP.

- 2.2.4. ISS tasks will be agreed with the Defence IS Portal and captured in the appropriate ISP. The same principles regarding named individuals, length of tasking and periodic review will apply.

Tasking for New Projects

- 2.2.5. The process governing the genesis of new programmes and associated or dedicated projects, their incorporation within Command sub-portfolios and inclusion within the Delivery Agent POW, is set out in the FMC OM and Approvals JSP and is not replicated here.
- 2.2.6. Commands will prioritise and generate Genesis Options for the new programmes/projects they wish to take forward as part of the Command and Capability Planning process. Delivery Agents will support Commands by providing advice (including technical, financial, commercial, industrial, coherence and capacity considerations) and guidance on the development of the ESL&S elements of the programme.
- 2.2.7. Once a new programme has been approved, Commands will initiate associated projects with Delivery Agents and will jointly undertake a formal project start up and foundation process that will be encapsulated in an agreed Task Order/CASP Annex/ ISP. This will be reflected in the formal approval to enter the Concept Phase (for IS projects departure from CADMID may be permitted in accordance with ISS Transformation) and will confirm the Delivery Agents' capacity and capability to take on the tasking.
- 2.2.8. Thereafter, for DE&S CASP Annexes and Task Orders will be updated and developed further to cover each stage of the project, to allow Commands and Delivery Agents to programme their work in accordance with extant approvals. In particular, the CASP Annexes will contain output milestones and performance metrics at sufficient granularity to allow the Delivery Agent to determine the necessary resource profile required to deliver on behalf of Commands.

Tasking Other Delivery Agent Services

- 2.2.9. Other Delivery Agent services, which are not associated with a specific P9 or S9 funding line, will be set out in separate CASP/ISP Annex(es), which will set a framework of available resources, and if appropriate, associated performance metrics, to act as a framework against which these services will be called off.
- 2.2.10. This activity must be carried out in a traceable and auditable manner to ensure that outputs are captured, justified, costed and authorised or rejected in a consistent and disciplined manner. The mechanism for performing this tasking and the delegated authorities to request services must be stated in the CASP Annex or ISP and the agreement process should be proportionate to the scale of activity required (see Figure 5).
- 2.2.11. Whilst there is no central mandating of who may authorise drawdown of such services, it is important that Commands prioritise the use of these services to deliver value for money and prevent nugatory work being commissioned. Within a Delivery Agent, the person accountable for performing the call-off service will ensure appropriate Command authorisation, before service delivery.
- 2.2.12. Performance management of call-off services will centre on outputs delivered, and level of resource consumed. An output envelope (i.e. maximum number of ABC Options costed) will

be set as part of CASP/ ISP development.²² If the output envelope needs to be changed, this will be considered as a material Change Request.

2.2.13. Following the introduction of charging for DE&S services²³, the expectation is that DE&S will agree with Commands an envelope of resource available to deliver each service, as part of the development of the overall CASP (i.e. support to capability investigations/ option costing etc). Once consumed, Commands will be responsible for funding any additional activity required or renegotiating with DE&S.

2.2.14. The diagram below illustrates the approach to tasking that should be adopted, dependent on the materiality and type of the required task.

2.2.15. It is likely that ISS will manage the high volume, low complexity catalogue demands on its services in a similar manner. Further guidance will be issued by JFC.

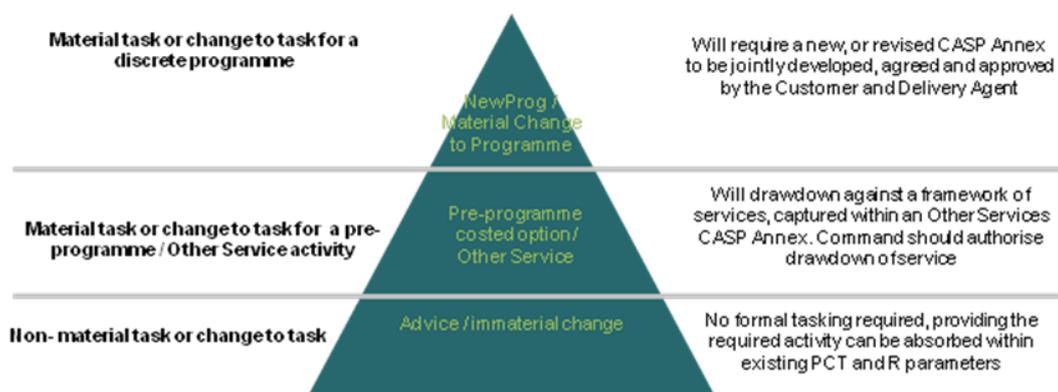


Figure 5: Materiality thresholds and tasking routes for DE&S.

Tasking Information Required

2.2.16. The information coverage of a CASP Annex, or any associated Task Orders, is set out below. Similar information will be required to inform any ISP with the Defence IS Portal for delivery by ISS. In agreeing the work to be performed by the Delivery Agent, the Customer and Delivery Agent must agree (as a minimum):

- Scope of work description.
- Schedule/timescale requirements.
- Delivery Agent activities/outputs and defined performance/quality.
- Outcomes (expected ESLS outputs from Industry).
- Resources (finance, human resources, GFx).
- Assumptions.
- Dependencies and obligations.
- Financial profiles.

2.2.17. They should also agree:

²² For April 2015, the granularity and detail in the output envelope is not expected to be high, but this should increase over time.

²³ The timeline for the introduction of Hard Charging is to be confirmed

- Governance (including any delegated authority) in addition to that captured in the CASP Handbook.
- Risk and Contingency management.
- Veer and Haul and opportunities for use of additional resources.
- Performance Indicators and metrics.
- Reporting requirements.

2.2.18. Once agreed these elements should all be codified within the CASP Annexes (and any associated Task Orders) and ISPs to be approved by both parties, and to be used to assist delivery management or performance management against these criteria. Where necessary, reference may be made in the CASP Annex/Task Order to the Project Initiation Document and Through Life Management Plan and other artefacts such as URD and ITEAP.

2.3. Requirements Setting

Overview

- 2.3.1. This activity underpins the tasking of the Delivery Agent by translating Command (Capability) Planning outputs into ESL&S requirements with defined performance, cost and time parameters. For most projects and programmes, these are captured in detail within the pan-DLOD User Requirements Documents (URD), owned by the Command, and further specified at an individual systems level in the Systems Requirements Documents (SRD), owned by the Delivery Agent. The URD is written by the Requirements Manager, a Command role. The translation of the URD to the SRD is performed by the Requirements Engineer²⁴, which is a Delivery Agent role within DE&S or ISS.²⁵
- 2.3.2. CASP Annexes may reference the User Requirements and System Requirements to bound the scope of the work to be delivered.
- 2.3.3. Evaluation refers to the ongoing activities throughout the lifecycle of a programme to evaluate the solution against the bounded requirements. The User Acceptance activities ensure that the ESL&S products and services accepted by Defence are coherent and consistent with the Command Plan outputs and therefore Defence Policy.

Requirements Management and DE&S

- 2.3.4. Requirements setting and management is the domain of the Requirements Manager, who is responsible for taking Capability Requirements, and acting as the custodian of the “Golden Thread”²⁶ in their further composition into User Requirements and maintaining alignment and coherence with Systems Requirements. They support the CASP Annex Owner and, where applicable, Task Order Manager(s) to ensure that the Customer need (as expressed by User Requirements) are coherent with the CASP Annexes and Task Orders.
- 2.3.5. As a result of Commands assuming responsibility for the User Requirements Management function from DE&S, Requirements Managers should now be ensuring that:

²⁴ Requirements Engineer is defined in the Engineering Skills Framework

²⁵ For IS requirements a more agile requirements methodology is being developed as part of ISS transformation to avoid the unnecessary ‘bespoking’ of commercially available IS solutions and to optimise innovation rather than frustrate it. More detail of this will be made available through the Defence IS Portal during 2014.

²⁶ Figure 11 (p43) shows the relationships from Defence Plan, through Command Plans, to CASPs and CASP Annexes

- E&L requirements are set and kept in alignment with other DLoD requirements as part of a pan DLoD programme management approach.
- The Commands' interest in Delivery Agent projects is represented by Requirements Managers who maintain the link and coherence between User Requirements and Systems Requirements across the interface.
- Requirements Managers focus at the Capability and User Requirement level, with DE&S taking on responsibility for System and Technical Requirement development as part of the disciplining of the interface between Customer and Delivery Agent.
- Commands are developing the capability to set User Requirements for ESL&S that are SMART and to which appropriate Measures of Effectiveness and Acceptance criteria are set and used to make value judgements from the outset.

2.3.6. Where requirements are maintained in the existing databases (ADMIS/DOORS) and documents (URD/SRD), from April 2015 they should be referenced to a CASP Annex/Task Order formally related to the POW. This applies equally to Third Order Assumptions (3OAs) which should also be linked to CASP Annex/Task Orders. Figure 6 seeks to clarify the relationship between the key artefacts involved in the progressive development and derivation of requirements on the one hand and the tasking mechanism on the other.

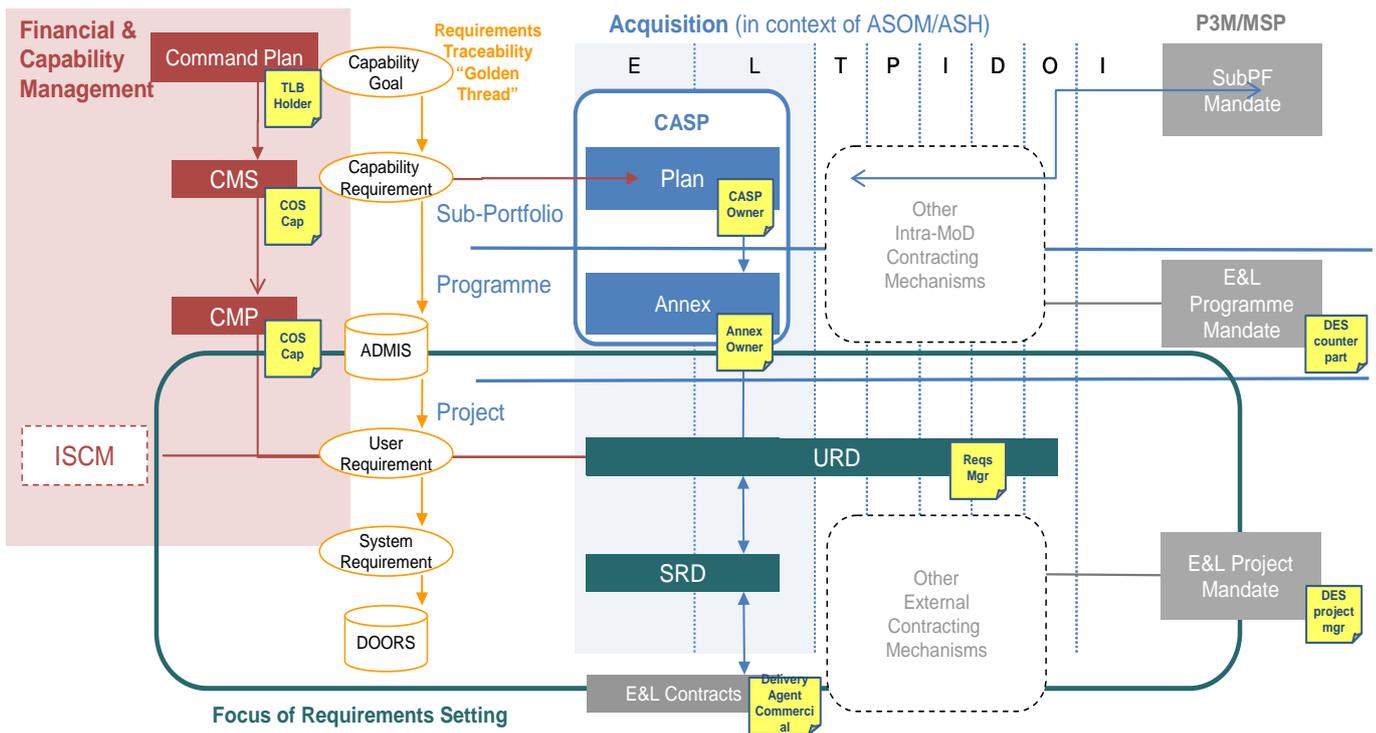


Figure 6: The relationship between requirements, artefacts and organisations.

2.3.7. The use of DOORS for capturing and managing all User and Systems Requirements to a common minimum standard should be considered, to ensure auditability and traceability across the interface. Once a project has been initiated, any new and updated requirements meeting pre-agreed materiality criteria must go through a change and configuration control process (see Change Control section). This is to ensure they are captured in any adjustment to the POW between the Customer and the Delivery Agent, that they are affordable and deliverable and that an audit trail is maintained. This is a key component of putting in place a more structured and disciplined interface.

- 2.3.8. It is important in the early stages of the acquisition process that Commands understand the “art of the possible”, horizon scanning and innovation in setting their requirements e.g. through technology de-risking. Therefore, requirements should take account of exploitation/pull through of research from the MOD CSA research programme, international collaboration, industry and academia.
- 2.3.9. Current detailed direction and guidance on Requirements and Acceptance is contained in the Acquisition Operating Framework (AOF).²⁷

Change and Improvement Programmes

2.3.10. One of the key aims for the Customer Design Programme for April 2015 is for Commands to have started to develop capability and competence in better requirements setting to support the overall objective of making more informed, economically rational and evidence-based decisions in planning, specifying and assuring the programme of work to be delivered by the Delivery Agent.

2.3.11. To that end, there is a review in progress of Requirements Management as a discipline. This will identify the specific opportunities for improving capability and competence in requirements setting, through the implementation of targeted changes beyond those necessitated by the implementation of the new operating model. The main conclusions and resulting changes from the report are expected in July 2014; however, some of the common themes arising from initial findings, which may be of use in starting to develop local process guidance are as follows:

- Core to the role of Requirements Management must be the objective of maintaining the “Golden Thread” throughout the Requirements Setting process – all requirements must ultimately be traceable back to Military Tasks via Capability Requirements (Effects). Consistent use of ADMIS and DOORS is a key enabler to this. Overall responsibility for the maintenance of traceability from capability goal to the systems requirement lies with the appointed Requirements Manager; accountability resides with the SRO. Where a detailed requirement is not directly and necessarily derived from a higher-level requirement, full justification should be given and reviewed and approved by the Sponsor, including clearly identified provenance of the requirement (e.g. a constraint imposed by the selection of a particular solution against a higher-level requirement) and the circumstances that will trigger a review of its continued validity.
- Where there is an intention to delegate/outsource requirements writing, consideration must be given to ensuring that sufficient KSE is built and maintained within the Customer Role to manage requirement interdependencies, trade/prioritise, and evaluate and accept solutions against requirements.
- In setting requirements, early challenge should be provided to ensure the following are fully considered: context, interoperability, constraints – e.g. policy and political, exportability, cost, technical feasibility, innovation/horizon scanning; to reduce uncertainty and identify areas of risk that will be required to be addressed prior to Programme Approval Gate and the commitment of expenditure.

²⁷ <http://aof.uwh.diif.r.mil.uk/aofcontent/tactical/randa/index.htm>

2.4. Acceptance and Decision Support

Evaluation and Acceptance Criteria

- 2.4.1. Existing evaluation and acceptance direction and guidance is not changed by the ASOM and ASH.
- 2.4.2. Accurate and timely evaluation and acceptance ensures that the end product / service provided in response to an ESL&S requirement is acceptable and accepted by Commands. Evaluation and acceptance should not be viewed in isolation, but considered as part of the planning activities and developed at an early stage of the development of the URD, with milestones reflecting this activity contained in the CASP/ ISP Annex:
- **Evaluation** describes ongoing activities throughout the lifecycle of a programme to evaluate the solution against bounded requirements. Evaluation must be a continuous process, with particular emphasis on upfront evaluation of risks before significant expenditure has been committed.
 - **Acceptance** activities ensure that the ESL&S products and services accepted by Defence are coherent and consistent with the Command Plan outputs and therefore Defence Policy.
- 2.4.3. Further guidance on evaluation and acceptance guidance on the totality of Requirements and Acceptance management is available on the AOF²⁸, and specific Test and Acceptance advice can be obtained from the Trials, Evaluations, Services and Targets (TEST) PT within DE&S.

Decision Support

- 2.4.4. As part of becoming Intelligent Customers, Commands will require the ability to provide decision support functions to key decision makers (e.g. CASP Owners). In essence these functions should take assured information and data (e.g. financial, commercial, technical information) from a range of sources and provide an assessment of it to facilitate intelligent and economically rational decision making. This is likely to involve a two-way constructive challenge between Commands and the Delivery Agents (and others) providing the information in order to ensure a clear understanding.
- 2.4.5. This function should include science and technical decision support to provide constructive challenge in all planning, tasking and acceptance activities thus minimising technical risk across the Acquisition System.

Assurance

Financial Assurance into Decision Making

- 2.4.6. Financial assurance is provided by CAAS as the primary central MOD resource (albeit based with DE&S). Financial assurance input to support affordability decision-making at portfolio level will be provided to DG Finance by CAAS. Additionally DG Finance may ask for financial assurance support into decision making from the Single Source Regulatory Office (SSRO) (the role of the SSRO and level of support to DG Finance is still under development and will not be in place at April 2015). Other secondary inputs into DG Finance to support financial decision making are available from third parties; for example, where appropriate the National Audit Office (NAO).

²⁸ <http://aof.uwh.diif.r.mil.uk/aofcontent/tactical/randa/content/randaintroduction.htm>

2.4.7. Financial assurance for Frontline Commands and DE&S will also be provided by CAAS and new arrangements are being established to ensure wider access across the MOD to these products and services. DG Finance will Chair the CAAS Governance Board with DE&S and Frontline Commands to ensure CAAS resources are properly aligned with Defence priorities. Therefore, additional financial assurance capabilities should not be established.

Commercial Assurance into Decision Making

2.4.8. Commercial assurance services are provided by MOD Commercial officers on behalf of D Commercial. DE&S and ISS as the MOD's preferred Delivery Agents will provide commercial services to their customers and should also assure these services in line with direction and guidance provided through Defence Authorities. Any additional commercial assurance services required by Commands should be agreed with D Commercial.

Technical Assurance into Decision making

2.4.9. DE&S and ISS should provide technical assurance services (including via the use of Dstl and other third parties where required) on behalf of Commands. ISS have additional responsibilities for ensuring technical compliance – this will be done in the first instance through the Defence IS Portal and through 'IS Service Design'. Should the Defence Authority agree, within the provisions in para 2.1.2 above, that acquisition of IS may, in the short term, be permitted by Delivery Agents other than ISS, it must only be done if the solution is judged to be fully compliant and has been assured as such.

Scrutiny & Approvals

Command Business Case Scrutiny

2.4.10. As per the FinMilCap Operating Model and JSP655, Commands are required to establish arrangements for scrutiny of business cases up to Category B. The changes made to the Acquisition System through the ASOM do not impact on this requirement.

IS Technical Scrutiny

2.4.11. The scrutiny and approval processes for IS acquisition will need to be informed by ongoing reform of ISS Enterprise Architecture design and compliance development. By transforming these processes and developing appropriate collaborative ways of working, agility, coherence and cost reductions will be established in IS acquisition. Subject to ongoing work, current proposals are detailed below.

- For routine IS acquisition activity, a streamlined scrutiny and approvals process is likely to suffice and could be exploited by customers empowered by devolved financial responsibility. Provided that a requirement is either 'on catalogue' or readily deliverable (both in terms of technical availability and network capacity) an ISS 'certificate of compliance' could be issued early in the acquisition process. The deliverability of the requirement with respect to manpower capacity would be confirmed through a separate process but at the same time.
- For major programmes requiring 'full-governance', the use of 'certificates of compliance' also provides a means of delivering acquisition agility and rapid IS insertion at the most appropriate phase of programme development rather than fixing an information requirement too early in the process. This will be particularly important for complex platform development where there is a need to retain an ability to insert information technology through life. It would also provide the means to identify similar developing IS requirements across the customer base and generate efficiencies across MOD.

IS Financial Scrutiny

2.4.12. To optimise acquisition of IS, proposals for change are being developed for scrutiny and approvals processes that, with appropriate financial controls, would allow rapid spiral or incremental acquisition. All changes to scrutiny and approvals are likely to require engagement and collaboration, through Head office, with HMT and the Cabinet Office and will be confirmed in due course.

3. CHANGE MANAGEMENT & CONFIGURATION CONTROL

3.1. Change Management

Overview

3.1.1. The change management process seeks to establish structures and disciplined arrangements and behaviours for dealing with potential changes to the POW whether in year or that arise as part of the Departmental Planning Process/ ABC. This section focuses on adjustments to the existing POW, but the principles, structures and discipline applies equally to developing proposals for new tasking.

Change Management and Configuration Control Behaviours

3.1.2. The following key behaviours, building on overall behaviour principles (see paragraph 1.1.2), are crucial to the success of Change Management and Configuration Control as revised processes in Defence.

System wide

- Openness, transparency and honesty are embraced when sharing information that informs decisions relating to changes to programmes/projects and configuration control.
- Individuals are empowered and supported by their respective organisations and given the required tools to do the job.
- All parties should avoid 'hiding behind the process' and use professional judgement and discretion in circumstances where the process does not adequately deal with the intricacies of the situation.
- Individuals are empowered to resolve issues at the lowest possible level and are supported by their organisations to actively practice this power.
- Frictional costs, additional complexity and diseconomies of scale are avoided by empowered individual decision making and not seeking 'agreement by committee' (wherever possible).

In Head Office

- Information relating to changes in requirement is sought from Commands at the appropriate level depending on the request (i.e. if programme level, direct queries to the Annex owner) rather than the Delivery Agent.
- An effort is made to understand, as much as possible, the information that is presented, rather than dismiss based upon small scale discrepancies.

In Commands

- Actively avoiding rebaselining the programme of work rather than following due process for managing changes.

Acquisition System Handbook
Version 1.0 (17 July 2014)

- Actively prioritise the allocation of the contracted budgetary bucket when assessing and prioritising changes required.
- Shadowing of Delivery agent counterparts is no longer practised, especially with assurance of Management Information at the point of origin.
- Make a conscious move away from cliff edge/reactive decision making and unnecessary changes by engaging early with delivery agents in scoping requirements.
- An effort is made to understand, as much as possible, the information that is presented, rather than dismiss based upon small scale discrepancies.
- Tactical issues are resolved at the lowest possible level to avoid unnecessary escalation resulting in time wastage at senior levels.

Delivery Agent(s)

- Engage early with Commands in the formulation of changes to share understanding on resource constraints and achievability.
- A single version of the truth should be provided to Commands in a timely manner to ensure appropriate individual has enough time to process information.
- Delivery Agents adopt a Customer focus over Industry orientation, apparent at all levels of the organisation.

Generic Change Management Process

MANDATED ELEMENTS

- The intent to consider a change to the POW must be identifiable in some form of Change Notice agreed between Commands and DE&S/ISS.
- DE&S/ISS, as a tasked routine service, must allocate resources to perform a Quick Look at the request of the Command and without any adverse impact on the current POW.
- Commands must produce a Change Request to task DE&S/ISS further to develop costed proposals.
- Commands to agree affordability envelope with DE&S/ISS at an early stage to constrain proposal development.
- DE&S/ISS must provide detailed information on change implications, their capacity to deliver the necessary changes and any impact of this on their operating costs.
- The Command is to consult with DE&S/ISS throughout the process (at a frequency set by the Command).
- The Sponsor/Owner/Delegated Individual in the Command must not propose an option which has a contrary assessment of the impacts of change to the DE&S or ISS assessment.
- The Owner is accountable for the decision and is responsible for the evidence, outcome and implications of the three tests of Affordability, Deliverability and Coherence on a pan-DLOD basis being properly assessed, developed, considered and recorded.
- Commands must demonstrate due regard for any impact on the operating cost of the Delivery Agent when making the final decision.
- Prior to a formal change, the Command must test practicality/feasibility on a pan- DLOD basis. Commands must assure Systems of Systems coherence, take into account other relevant criteria, constraints and impact on dependencies; including Delivery Agent capacity and technical impacts.

- 3.1.3. Following formal agreement of the updated CASP/ ISP each year, minimal material changes should be required until the following year refresh.
- 3.1.4. However, it is recognised that as part of business as usual, there will be a need to make some changes as projects and programmes progress, or to work up options as part of Departmental Planning. These changes could impact both the Commands' delivery requirements of DE&S and ISS and as well as DE&S and ISS's support requirements from Commands.
- 3.1.5. Commands (based on advice from DE&S and ISS regarding the impact) are accountable for deciding to proceed with any proposed changes. When discharging this accountability, Commands should at **all stages** consider:
- **Affordability/value for money** – Whether the change is necessary and affordable within available resources and represents value for money on a through-life basis
 - **Coherence** – Whether the implications are understood, the impact on any dependencies made clear and these have been agreed by those parties affected
 - **Deliverability** – Whether there is the organisational capacity to take on the proposed tasking change and deliver to Performance, Cost, Time and Risk (PCTR); including the consequences for other Delivery Agents.
- 3.1.6. Proposed changes should be abandoned at any stage of the process if new information comes to light that makes further work redundant or fails the three tests. This is an important behavioural change required across the System in the approach to Requirements Management. Although there are not expected to be many, the vast majority of changes made will be to the individual Annexes or Task Orders. The change process consists of 5 generic phases:
- **Identify** – Any stakeholder at any level can identify the need for change at which point it is forwarded to the Command for consideration. Materiality thresholds are used to direct the level of review before Commands confirm change intent.
 - **Output:** Notice of Change Intent²⁹.
 - **Analyse** – DE&S/ISS provide initial advice on the impact of the proposed change and Commands analyse practicality / feasibility on a pan DLOD basis (this phase is not usually required for UORs).
 - **Output:** A Quick Look³⁰ (when requested by the Command) and, where required, a formal Change Request³¹.
 - **Assess** – Following a confirmed Change Request, Commands agree with DE&S / ISS the resources required to provide more detailed information as necessary; including potential options and costs.
 - **Output:** Costed change proposals and a formal change recommendation from the Delivery Agent.

²⁹ The form of the notice of Change Intent, Change Request and Change Notice is not prescribed and should be agreed between Commands and DE&S/ ISS.

³⁰ A Quick Look constitutes an initial analysis with DE&S/ISS of the impact on the programme (PCT), dependencies and manning of the intended change. It should be short and well defined in order to avoid impacting on delivery of the POW.

³¹ An example of a Change Request could be EPAF in the Options process

- **Decide** – Command decides how to progress the Change Proposal. Any approval constitutes agreement by the Command to make available the agreed resources and DE&S/ISS to deliver within the financial envelope and deliverability advice provided.
 - **Output:** Decision to proceed, stop or escalate the decision in a Change Notice.
- **Report and Implement** – Decision is recorded and, if agreement is made to proceed, implementation is monitored and CASP/ ISP and other artefacts updated accordingly.
 - **Output:** Formal report giving authority to proceed with agreed Change Notice, revised plans and schedules and an updated Change Log.

3.1.7. Further detail regarding Change Control process can be found within the Acquisition Operating Framework.³²

Changes to the DE&S managed POW

3.1.8. DE&S is to act as an enabler for the Commands to make suitably well informed decisions when deciding how to progress with potential alterations to the POW. DE&S is required to provide sufficient data, information and analysis in a timely fashion for the Command to correctly assess the coherence, deliverability and affordability of the proposed change, at all stages in the process, in order to support rational and economic decision making, including constructive challenge. The DE&S Corporate Plan³³ states that DE&S “will have the agility and flexibility to respond to operational pressures and front-line needs as they emerge”.

3.1.9. Changes to the POW captured in the CASP Main body, and the strategic priorities therein may follow one of three routes (materiality is discussed later in this section):

1. A reprioritisation within an Annex/Task Order that **does not have a material impact** on the PCTR envelope, URD, SRD, 3OAs etc can be agreed between Commands and DE&S at any time and noted at the next Customer Review. The agreed change is to be reflected in the amended Annex/Task Order and an audit trail maintained in the Change Log.
2. A **material change** that has a material impact on an Annex/Task Order and/or alters the CASP Main Body will require a Quick Look to assess any impacts on the Command's Acquisition Plan or Sub Portfolio. Ownership of the final decision and signatory level depends on delegated authority, but must be noted at the subsequent Customer Review following the decision.
3. A significant shift in strategic direction or alteration to the Command Plan or CASP is likely to impact on more than one Annex (e.g. the outcome of the CSR). Head Office will therefore need to be consulted on the potential impact of any resultant changes in the overall POW. This would require a major rebaselining of the Plan and necessitates the CASP being re-signed. This would normally only be undertaken as part of the annual planning refresh.

³² http://aof.uwh.diif.r.mil.uk/aofcontent/tactical/p3m/content/mgt_control/config_mgt.htm?zoom_highlight=%22configuration+control%22

³³ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/311029/20140513-des-framework-document-v1-May-2014.pdf

Changes to the ISS Portfolio

- 3.1.10. ISS will develop the ability to manage the agreed demand placed on it through appropriate internal governance. There may be occasions where operational circumstances, changes to Defence priorities or the availability of critical resources will make it necessary to change the agreed Performance, Cost and Time (PCT) envelope of the ISS programme of work. These changes will, in accordance with the guidance set out above, initially be tested with ISS through a 'quick look' process, tasked through the Defence IS Portal before a fully costed option process is started. Any issues with meeting the demand placed on ISS will be addressed in the first instance by the relevant SRO (or equivalent empowered individuals). In the event that such changes have implications for other programmes, the issue will be raised to JFC in the first instance.

- 3.1.11. If a prioritisation decision is required and the issue and Customer rest entirely within the information and/or C4ISR domains, the 2* JFC Portfolio Direction Group can arbitrate, informed by the relevant Defence Authorities. For issues with wider impact, a broader view will be required. The establishment of a 2* Capability Council is envisaged, comprising both customers and delivery organisations which should take a portfolio view of the issue and attempt to gain a consensus on balancing capacity and demand. For ISS issues, this will include both the Directors of Service Development and Service Operation (ISS) and DCI3 in order to consider both acquisition and delivery implications. The existing H2A process should capture where this impacts on the ability of a customer to meet its obligations within relevant Command Plans. If, exceptionally, further arbitration is required, this will be via the CCA as per FMC OM. The governance and accountability of this process will be developed and described in the revised IOM and supporting documents but a simple illustration is provided at Figure 7.

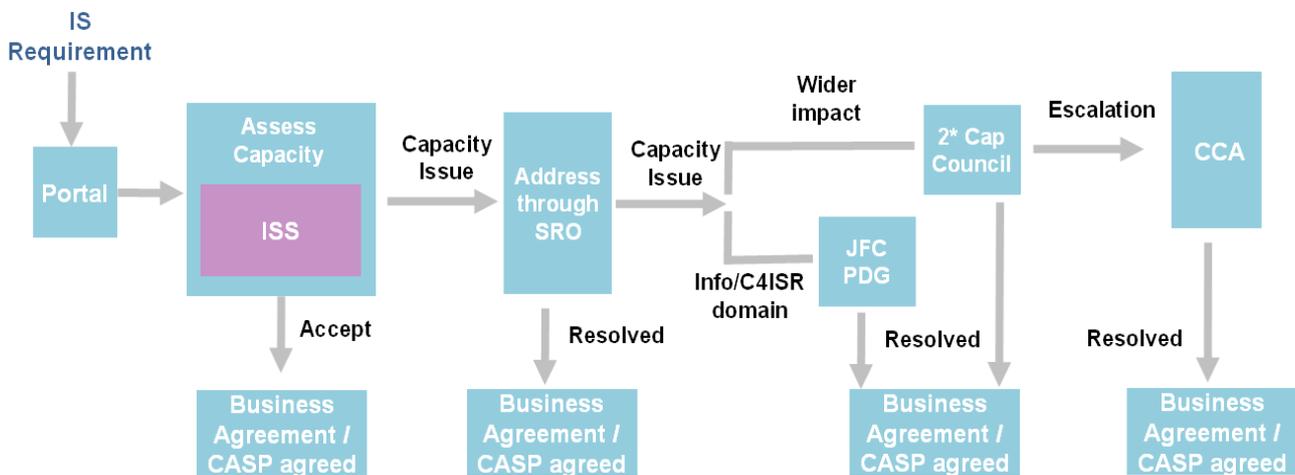


Figure 7: Governance of changes to the ISS portfolio

Materiality, thresholds and delegated authority

- 3.1.12. A material impact on the POW is one that impacts on Performance, Cost, Time or Risk parameters or profile of delivery in a manner which cannot be accommodated within the overall contingency such that it would impact on the delivery of outputs in the Command Plan.

3.1.13. Immaterial changes to the POW consist of those alterations which may be considered as synonymous with Business As Usual (BAU) and can be absorbed within the previously agreed PCT and overall contingency.

3.1.14. Commands may delegate authority to DE&S/ISS, as the trusted delivery agent, to control and manage the change process internally up to a threshold level agreed by the Command. There are at least two threshold limits to be set by the Command:

- Total approval limit: threshold within which DE&S/ISS can Veer and Haul across the life of an Annex / Task Order.
- In-year limit: the annual threshold within which DE&S/ISS can Veer and Haul across the Annex / Task Order.

Additional thresholds covering alternative timescales may be set at the discretion of the Command.

3.1.15. However, the Command should continue to have visibility over the changes made. In these cases:

- These DE&S/ISS led change decisions are not formal change requests and are at the discretion of the Delivery Agent, communicated for ISS through the Defence IS Portal. The Change Log is still to be maintained as usual to assist in LFE and maintain an audit trail for any decisions taken.
- DE&S/ISS may Veer and Haul up to the extant materiality thresholds set out in Commands Veer and Haul policies.

3.1.16. Changes that exceed the DE&S/ISS materiality thresholds but do not breach the PCT envelope are escalated to the CASP or ISP Annex Owner. The Annex Owner will control the change process with DE&S/ISS and decide on action.

3.1.17. The cumulative effect of changes should be taken into account when considering the materiality of any impact.

3.2. Configuration Control

MANDATED ELEMENTS

- All complete, stopped and current change processes are to be recorded in the Change Log on a regular basis.
- A brief description of the reasoning behind any decisions made must be recorded as well as the authoriser and when it was authorised.
- Quarterly comparison between the updated baseline and actual configuration in place to identify, investigate and rectify and discrepancies.
- Commands and Delivery Agents must have appropriate quality management systems in place to maintain effective change and configuration control.

3.2.1. Configuration control is the means by which the stakeholders maintain knowledge of the current state of the POW to support evidence-based decision-making.

3.2.2. Where changes are necessary, Commands and Delivery Agents must maintain an accurate audit trail. At the annual refresh, changes should then be consolidated into the following

years CASP/ISP. This is an ongoing activity that ensures that the DE&S/ISS POW is up-to-date and an audit trail for all decisions is maintained.

3.2.3. To maintain a 'single version of the truth' throughout the change process the Commands and DE&S/ISS are responsible for the configuration control of all relevant documents and data repositories for which they are accountable. This is critical to effective Performance Management and in providing decision support as well as providing an audit trail for owners to be held to account.

2.4.13. The configuration process takes into account the levels of detail encapsulated within the different CASP documents:

- The Main body – this document, detailing the strategic priorities and high-level overview of the POW, is only likely to change as a result of significant material alterations to the POW. Indeed, the stability of this document is important for providing guidance to the Commands on making correct decisions regarding the Annexes. Configuration control is of greater relative importance as the candidate CASP evolves in accordance with further clarification and detail alongside the candidate Command Plan.
- The Annexes – these will require more frequent configuration control as all changes are recorded. Performance assessment meetings of the Annexes are to occur at least quarterly and more often at the discretion of the Command. The configuration control process must occur at such a frequency as to ensure that the project is correctly portrayed at the time of these meetings.

3.2.4. The CASP/ISP is to be hosted online on the Command's MOSS site where it will be considered a 'live document'. Any printed copies will be viewed as snapshots of the Plan at a point in time. Consistent and correct configuration control is therefore required to maintain a 'single version of the truth' throughout the document's evolution and maintain knowledge of the current state of the POW.

3.2.5. Further detail on the configuration management process can be found in the Acquisition Operating Framework.³⁴

³⁴ http://aof.uwh.diif.r.mil.uk/aofcontent/tactical/p3m/content/mgt_control/config_mgt.htm?zoom_highlight=%22configuration+control%22

4. PERFORMANCE MANAGEMENT

4.1. Overview

Context and Scope

- 4.1.1. Disciplined and structured performance management arrangements, codified in key artefacts, will govern the interfaces within the scope of the Acquisition System.
- 4.1.2. This section focuses on proposed performance management arrangements between the Commands and DE&S/ISS and associated behaviours. The touchpoints with arrangements governing other interfaces are noted, but these are captured in detail in the other extant documents referenced, i.e.:
 - **PUS and CDS Holding to Account (H2A) of Commands** – as per How Defence Works and PUS' letter of 2 April 2014.
 - **Corporate performance management of DE&S by Head Office** – as per the Framework Document³⁵ and DE&S Corporate Plan 2014-17.
 - **Internal holding to account of ISS by JFC** – as per the Information Operating Model and JFC's internal governance arrangements.
- 4.1.3. The role of the Acquisition System Authority (ASA) in monitoring Acquisition System health is also outlined.
- 4.1.4. In considering performance management within a System where multiple Delivery Agents are working, often with dependencies between them, it is important to keep in mind the concept of the 'Lead Deliverer' outlined in Section 2.

Performance Management Behaviours

- 4.1.5. The following key behaviours, building on overall behaviour principles (see paragraph 1.1.2), are crucial to the success of Performance Management as a revised process in Defence.

System wide

- Openness, transparency and honesty when sharing information affects performance against agreed metrics.
- Individuals are empowered and supported by their respective organisations and given the required tools to do the job.
- Individuals are empowered to resolve issues at the lowest possible level and are supported by their organisations to actively practice this power.
- Individuals accept their accountabilities and are rigorously and fairly held against them.

³⁵ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/311029/20140513-des-framework-document-v1-May-2014.pdf

- There is a commitment across the system to prioritise the performance assessment meetings, which are organised in an advanced and timely manner.

In Head Office

- Performance management information is sought from Commands at the appropriate level depending on the request (i.e. if programme level, direct queries to the Annex owner) rather than DE&S/ ISS.
- An effort is made to understand, as much as possible, the information that is presented, rather than dismiss based upon small scale discrepancies.

In Commands

- Formal performance assessment is against a single version of the truth that is collaboratively agreed upon by Commands and Delivery Agents.
- An effort is made to understand, as much as possible, the information that is presented, rather than dismiss based upon small scale discrepancies.
- Shadowing of Delivery agent counterparts is no longer practiced, especially with assurance of Management Information at the point of origin.
- There is a commitment to performance manage only against codified and written standards.

Delivery Agent(s)

- Formal performance assessment is against a single version of the truth that is collaboratively agreed upon by Commands and Delivery Agents.
- A single version of the truth should be provided to Commands in a timely manner to ensure the appropriate individual has enough time to process information.

Definition of Performance Management

4.1.6. Performance management should be undertaken on the basis of managing by exception i.e. a focus on areas which require management attention and the associated risks, issues and decisions that are needed. Performance management is an umbrella term encompassing a number of interrelated activities (see Figure 8) including:

- **Performance reporting and monitoring** – against the agreed baseline (i.e. outputs and metrics, including financial), as captured in the CASP/ISP (outlined below).
- **Formal performance assessment and decision** – i.e. a disciplined and rigorous assessment by the Commands of DE&S/ISS outputs vs. CASP/ISP to a defined drumbeat; decision support analysis, specification of resolution action; and escalation of unresolved issues (outlined below).
 - This is discharged through the Customer Review meetings between DE&S/ISS and each Command, informed by equivalent CASP/ISP Annex-level meetings.
- **Implementation of resolution action** – as specified through the performance assessment as part of project/programme delivery. Where resolution activity leads to a change this should follow the principles set out in Section 3.

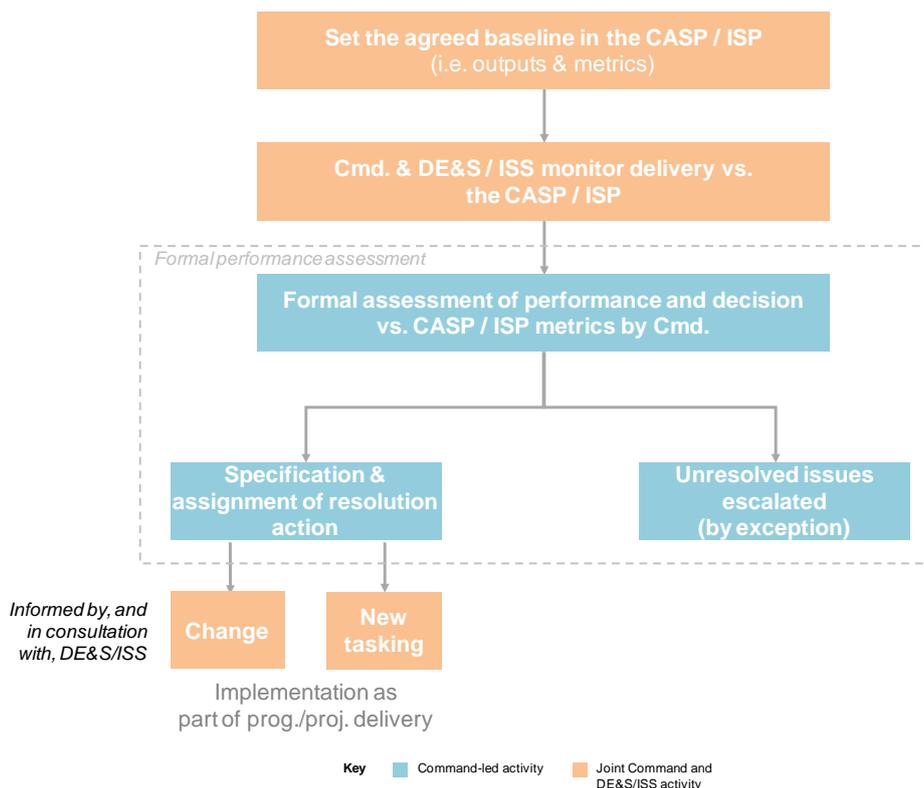


Figure 8: Components of performance management

Definition and Application of Accountability and Responsibility

- 4.1.7. **Accountability** is vested in an individual who is held answerable for an outcome or output. Accountability can be assigned, but cannot be delegated (unlike responsibility).
- 4.1.8. **Responsibility** – can be delegated to an individual with appropriate authority, who is expected to undertake the day-to-day oversight and management, to deliver an output, task or activity. Only one person can be accountable for an outcome or output, but responsibility for supporting delivery may be spread amongst several team members.
- 4.1.9. These definitions of accountability and responsibility are unchanged by the ASH. In practice, the ASH sets out three levels of ownership and therefore accountability – at TLB, CASP Owner and Annex Owner level (and ISP equivalents). No other roles within the Acquisition System have been assigned accountability by the ASOM and ASH, but other roles may be delegated responsibility and be held to account for the effective discharge of those responsibilities.
- 4.1.10. Accountability should not be assigned where an individual cannot effectively discharge that accountability. In practice, CASP/ISP and Annex Owners in the Commands must have **appropriate decision rights and control of resources** to exercise control and discharge their accountabilities. This is analogous to SROs as per Cabinet Office guidance.
- 4.1.11. Accountability assigned to CASP/ISP Owners or Annex Owners does not **supersede the requirement to seek approval to spend**.
- 4.1.12. The two level model (see below) envisages named individuals in DE&S/ISS who will be held to account for the discharge of their responsibilities, as counterparts at CASP/ISP Owner and Annex Owner levels. However, the **ISP/CASP Owner retains overall accountability and must demonstrate that all reasonable mitigation action** has been undertaken to identify and manage risks, and resolve issues.

4.2. Performance Assessment – Command to DE&S/ISS

The Two-Level Model

MANDATED ELEMENTS

- Formal performance assessment of DE&S outputs versus the CASPs, and ISS outputs versus the ISPs, is **mandated at two levels only – i.e. CASP and CASP Annex level, and ISP equivalent** (see Figure 10).
 - The Commands must develop Command-specific performance assessment arrangements **aligned with the generic template described below** as part of their tailored OMs.
 - Following the introduction of charging regimes, should Commands require additional levels of engagement, they will be expected to bear the impact on DE&S/ISS' operating costs, derived and agreed on a fair and objective basis.

4.2.1. Performance management of Delivery Agents by Commands takes place across internal MOD boundaries. As such, the performance assessment is not akin to commercial customer-supplier arrangements; rather the intention is to develop trusted and collaborative relationships predicated on **clarity of individual accountability** and responsibilities on each side of the Command to DE&S/ISS interface.

- Commands will allocate an accountable individual with ownership of the CASP, and accountable individual(s) with ownership of each CASP Annex (and ISP equivalents). These individuals are accountable for ensuring effective performance management of their element of the POW.
- DE&S and ISS will assign suitable individuals (at each of these two levels) to act as a counterpart responsible for delivering and reporting performance against the POW.

4.2.2. These arrangements are shown in Figure 9.

4.2.3. The position and seniority of the individuals discharging these roles will be at the discretion of the Commands and DE&S/ISS respectively.

4.2.4. As well as clarity of accountability, the effectiveness of the two-level model, and the overall performance management arrangements, will be enhanced through increased transparency in formal face-to-face performance assessment meetings, tied to personal relationships and reputation. This is underpinned and enabled by:

- Early engagement, visibility and resolution of issues – via the identification of accountable individuals and regular performance assessment;
- CASP / ISP – as the single definitive artefact that defines the managed POW, codifies the two-way commitments and the management of the relationship across a disciplined and structured interface;
- Metrics – i.e. units of account (of both financial and non-financial information) that provide a set of quantifiable targets for measuring delivery, that cover the full range of outputs managed by DE&S or ISS, have commonly understood definitions and are within the full control of the delivery agent;
- Single version of the truth – i.e. a single, agreed financial and non-financial performance baseline from common sources of trusted data;

- A robust and auditable change process – providing clarity on where a change request originated, why it was accepted/rejected and the assessed implications of it; and
- The ability to require corrective resolution action from DE&S / ISS.

4.2.5. Taken together these elements provide a system in which it is clear what was delivered, by whom, by when and in response to what agreed tasking, ensuring that when delivery issues do occur, individuals can be held responsible.

Formal Performance Assessment at CASP/ISP Level: the Customer Review

MANDATED ELEMENTS

- The CASP Owner (or ISP equivalent), delegated accountability by the TLB holder, will hold the **Delivery Agent** to account for the discharge of **POW delivery** and performance vs. agreed metrics, as captured in the **ISP/CASP Plan and relevant Annexes**.
- The CASP Owner (or ISP equivalent) will remain accountable for delivery of outputs in the CASP / ISP.
- Delivery Agents will nominate a **senior empowered individual** to act as the counterpart to the CASP/ISP Owner.
- Formal performance assessment meetings will be held approximately quarterly and focus on required decisions to address performance issues/risks escalated by exception from Annex level. The ISP / CASP Owner will:
 - Review ISS'/DE&S' performance vs. priorities and metrics in the ISS'/CASP Plan and relevant Annexes.
 - Decide and resolve in-year veer and haul and performance issues at ISP /CASP level, as per his/her delegated authority.
 - Identify issues, risks and decisions required for escalation by exception to the Command Executive Board; including risks & issues escalated by DE&S to Commands
- These meetings will be **appropriately sequenced to fit MOD's reporting cycle** and H2A/Finance process, and will follow Annex-level meetings after an appropriate interval to facilitate effective escalation and management of unresolved issues by exception (Figure 10)
- These arrangements will be **applicable to holding DE&S/ISS to account only** – separate arrangements will apply for performance management of other delivery agents.

4.2.6. There is a **clear demarcation** between formal performance assessment (i.e. in-year management versus the agreed baseline) and the planning process (i.e. setting the baseline), which is covered in Section 2.

4.2.7. Commands will performance manage DE&S/ISS outputs versus the baseline set in the CASP/ ISP at the start of the year – except where this is amended in-year through the formal change process, as agreed between Command and Delivery Agent.

- Neither the Delivery Agent nor Commands are able to re-set the baseline in-year other than via this formalised and jointly agreed process.

4.2.8. DE&S/ISS will provide the required financial and non-financial performance inputs to performance assessment meetings versus this agreed baseline, i.e.:

- Finance inputs – comprising the financial reports, to support the FOO for the latest month, against the profiles contained in the CASP, CASP Annexes and ISPs; and

- Performance inputs against metrics contained in the CASP, CASP Annexes and ISPs.
- 4.2.9. DE&S/ISS will also support the costing of the CASP within the timeframe to facilitate the ABC planning process. This must be separate to the Customer Review process and should not be required as part of the build up to a Customer Review session; although it may be informed by them.
- 4.2.10. Obtaining the correct sequencing of the Customer Review to ensure it draws upon accurate performance reporting, and is able to make timely interventions and feed wider Departmental H2A will be key. An example of indicative timeline is set out in Figure 10.

Formal Performance Assessment CASP/ISP Annex Level

MANDATED ELEMENTS

- Commands will assign an **individual owner** to each CASP/ISP Annex.
- DE&S/ISS will each assign an **appropriately empowered individual** to act as the counterpart for each CASP/ISP Annex.
- Each **Annex Owner** (individually accountable to the CASP/ISP Owner for delivery of the outputs defined in that CASP/ISP Annex) will **hold the Delivery Agent counterpart to account** for his/her responsibilities and DE&S' / ISS' performance vs. agreed metrics, as captured in the Annex.
- The **DE&S/ISS counterpart will hold the Annex Owner to account for delivery of the Command's agreed obligations** to DE&S/ISS (e.g. provision of GFx) as captured in the ISP / CASP Annex.
- Formal delivery performance assessment meetings will be held at a **minimum of quarterly**, through which the Annex Owner will:
 - Review DE&S' / ISS' performance against priorities and metrics in the Annex.
 - Decide and resolve in-year veer and haul and performance issues within parameters set by the Command (e.g. P, C or T tolerance levels).
 - Filter issues, risks and decisions required, and identify those for escalation by exception to ISP / CASP Owner-level performance assessment; including risks & issues escalated by DE&S to Commands
- The **Annex Owner will identify and assign actions to resolve performance issues** to the appropriate individual within the delegated authority of the role, informed by/following discussion with the relevant stakeholders and SMEs.
- These **meetings will be appropriately sequenced to provide the required inputs into MOD's reporting cycle** and H2A/Finance process, and facilitate effective review and resolution of issues subsequently escalated to ISP / CASP-level assessment.

- 4.2.11. CASP/ ISP Annex level performance assessment activities should be used for the majority of the performance assessment between Commands and Delivery Agents. They should focus on holding the Delivery Agency CASP/ISP annex counterpart to account, with unresolved issues escalated to the Customer Review.

Working Level Management Fora

- 4.2.12. Working-level fora (e.g. CIWGs, CPWGs, AWGs, CPGs etc.) that are judged necessary as part of standing interface management arrangements may inform, but do not comprise, part of the formal performance assessment of DE&S/ISS against the CASPs/ISPs.
- 4.2.13. Commands will ensure that such working-level arrangements are reduced to the minimum necessary and do not impair clarity of individual accountability and decision-taking rights.

Escalation Routes

- 4.2.14. Issues should be resolved at the lowest possible level, making use of the assigned individual accountability. If required, escalation of unresolved issues from CASP Annex level to CASP level (or ISP equivalent) should be used, with issues resolved through the Customer Review process.
- 4.2.15. For remaining unresolved issues, potential escalation routes are in place (by exception), via:
- Escalation within the Command/ Delivery Agent above CASP Owner level
 - The Customer Voice – i.e. to represent the consolidated customer view on DE&S' performance overall and on aggregate issues which span the EP as a whole. The Customer Voice will also capture ISS-related issues for input into JFC, which will be ultimately held to account by Head Office. Similarly, DE&S can also escalate to the Owners' Council if necessary.
 - The Armed Forces Committee.
 - Departmental H2A process to PUS and CDS.

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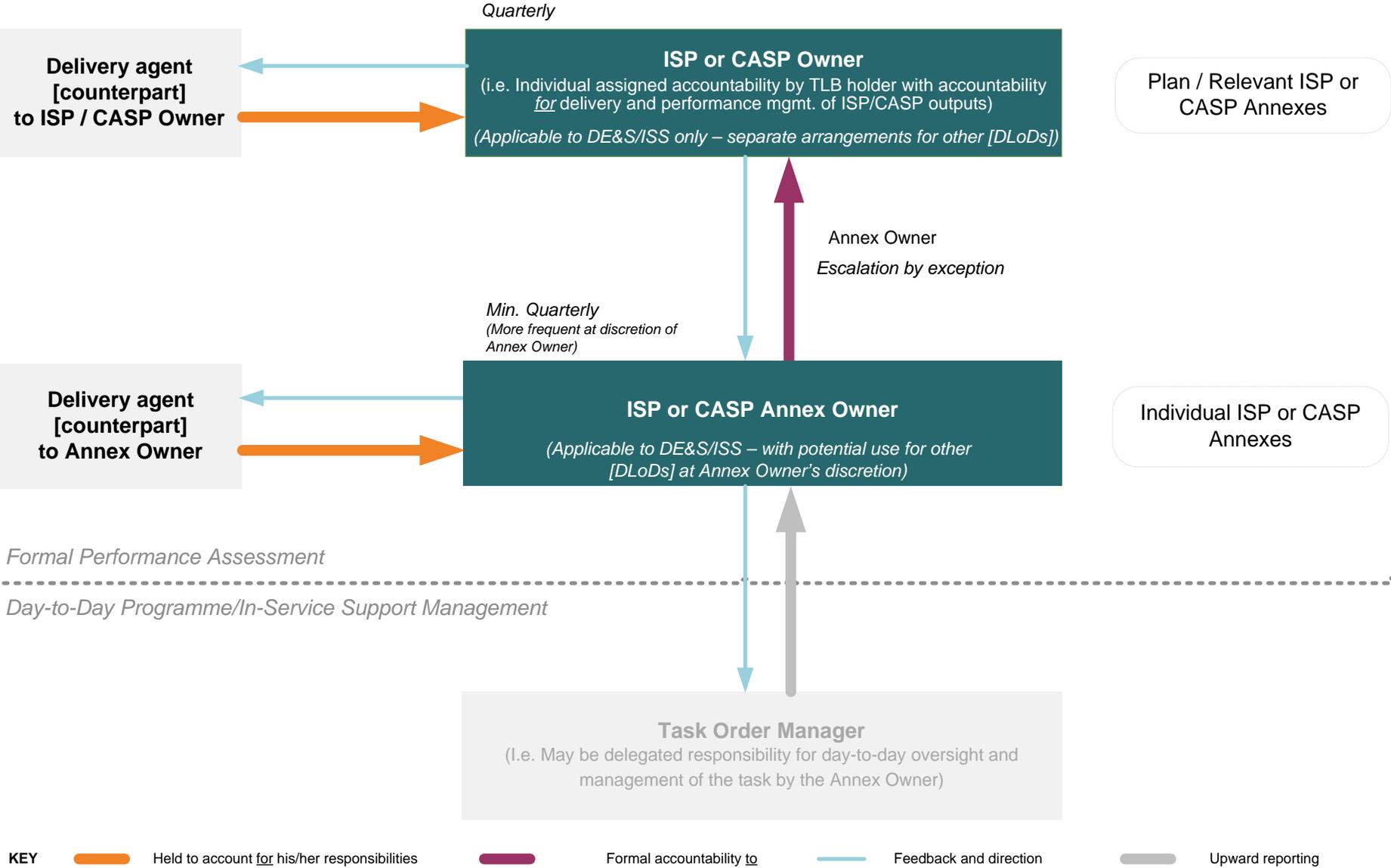


Figure 9: The two-level model

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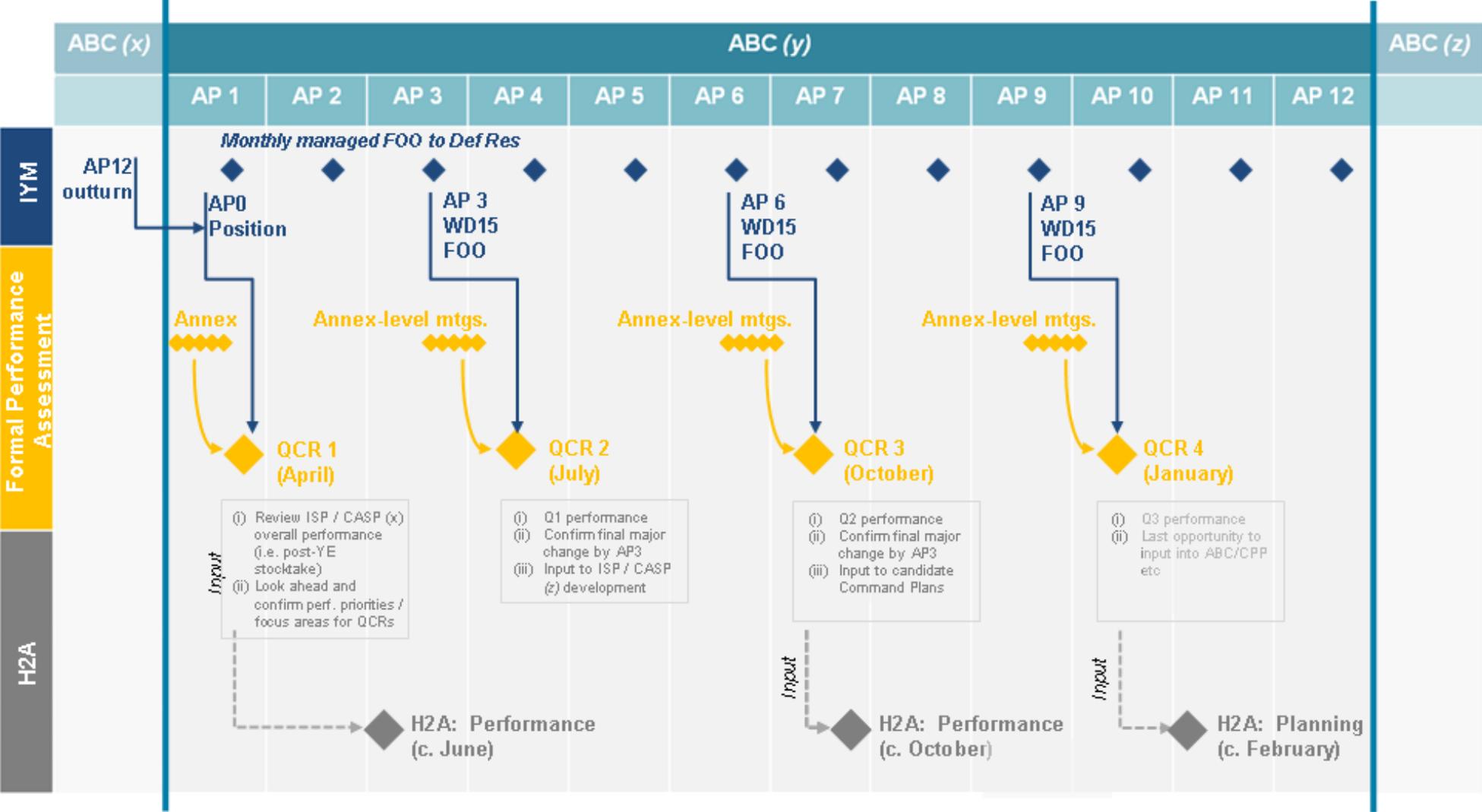


Figure 10: Indicative Outline Customer Review Timelines

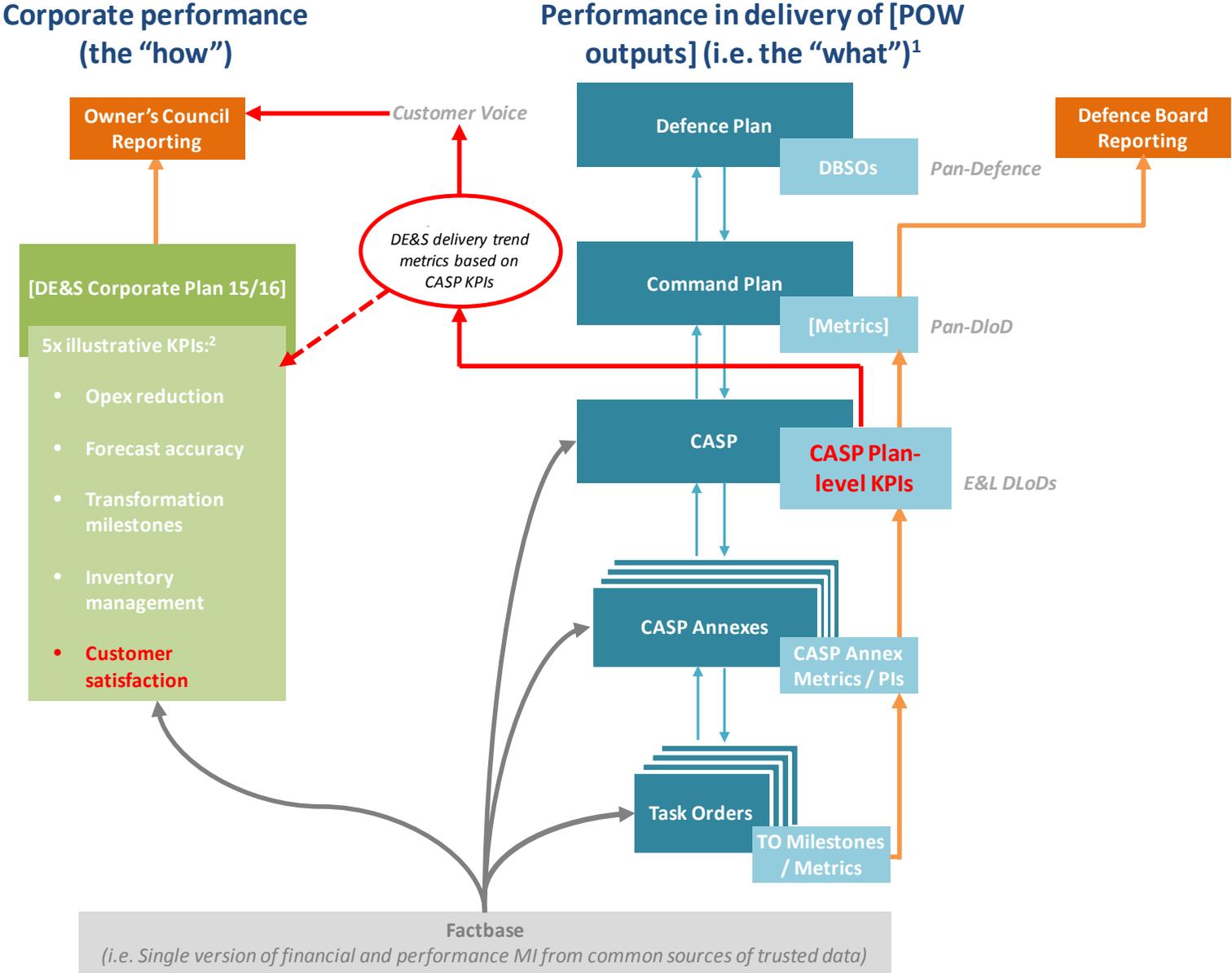


Figure 11: The linkages between corporate performance reporting by DE&S to the Owners' Council and Departmental performance reporting and H2A.
Notes: (1) Also presents reporting of capability outcomes vs. the Command Plans and Defence Plan, not just POW outputs; (2) Based on DE&S Corporate Plan 14/15 KPIs with removal of KPI 1

4.3. Alignment of Performance Management Arrangements

CASP and DE&S KPIs

- 4.3.1. The DE&S Corporate Plan 2014/15 includes metric on delivery of the POW which comprises a roll-forward of DBSO 7 (i.e. a basket of PCT and ESP-equivalent metrics).
- 4.3.2. DBSO 7 is being revised for FY2015/16 and will be reported on by Commands not DE&S. As such, from 2015/16, the DE&S Corporate KPI on PCT will be replaced by an alternative of **how** DE&S is performing overall in delivering the Commands' POW (see Figure 11). CASP-level KPIs will be reported to the Commands and used both for their reporting up to the Defence Board (via Command Plans) and to inform their reporting against the new metric for submission to the Owners' Council.
- 4.3.3. Work to develop, test and refine the metric is underway by Customer Design, together with the Commands and DE&S in 2014/15. This is currently at an early stage of maturity but will be in place in time to support development of the DE&S Corporate Plan 2015/16.

DE&S Customer Satisfaction

- 4.3.4. The DE&S Corporate Plan includes the requirements for a metric to assess customer satisfaction with DE&S' performance, i.e. to:
 - "Achieve a mean customer satisfaction score of 7/10, with no customer score below 4/10 (based on a representative sample of DE&S programmes and support activities) and to achieve a response rate of 80%".
- 4.3.5. This metric focuses on the performance of DE&S in how it delivers overall in satisfying the needs of its customers. It supplements the levers available to the Command in the 'horizontal' (e.g. 'hard' qualitative PCT and ESP-equivalent metrics).
 - For example, it may encompass – the effectiveness, efficiency, reliability, recovery, collaboration and trust in DE&S.
- 4.3.6. DE&S is leading development of the methodology for the metric in consultation with the Commands, Head Office and Owner's Council. It is understood that this work is currently underway and at an early stage of maturity. The metric will need to:
 - Reflect the reality 'on the ground'.
 - Facilitate meaningful aggregation and the qualitative tracking of improvements.
 - Appropriately balance the resource-burden of collection with utility to decision-makers.
 - Avoid driving perverse behaviours.
 - Measure the quality of relationship(s).
- 4.3.7. It is anticipated Command customers at the appropriate level will complete a survey on a quarterly basis based on their experience of DE&S – the results will be combined into a single score per customer and reported to the Owner's Council by DE&S.

- DE&S will need to be able to demonstrate the robust application of the agreed methodology (i.e. approach and scoring).

4.3.8. A separate, two-way 'relationship performance' metric will be developed as part the ASA's role in monitoring of the health of the Acquisition System.

Customer Voice³⁶

4.3.9. To ensure Commands have a voice in the corporate performance management of DE&S, a Customer Voice will be established (Figure 12). This does not impact on the Commands' requirement to performance manage DE&S against the agreed CASP and the Commands remain accountable for delivery of the Equipment Plan, consistent with Levene.

4.3.10. The Customer Voice sits on the DE&S Owner's Council and represents the consolidated view of the Commands on how DE&S has performed overall.

- This will focus on aggregate issues that span the EP as a whole (e.g. overall acquisition System performance, capacity, common issues identified in DMPP reporting etc.).
- This will be exercised by DCDS (Mil Cap), but in a separate capacity from his role on the MCB and as Capability Coherence Authority. As such, he is required to represent the views of all Customers.
- The Customer Voice will be informed by, and chair, a Customers' Forum, comprising the COS Caps and D Strat Progs as the principal 'voices', with DG HO&CS in support (as the Defence Authority for the Acquisition System).

³⁶ DCDS(MilCap) note, 2 April 2014

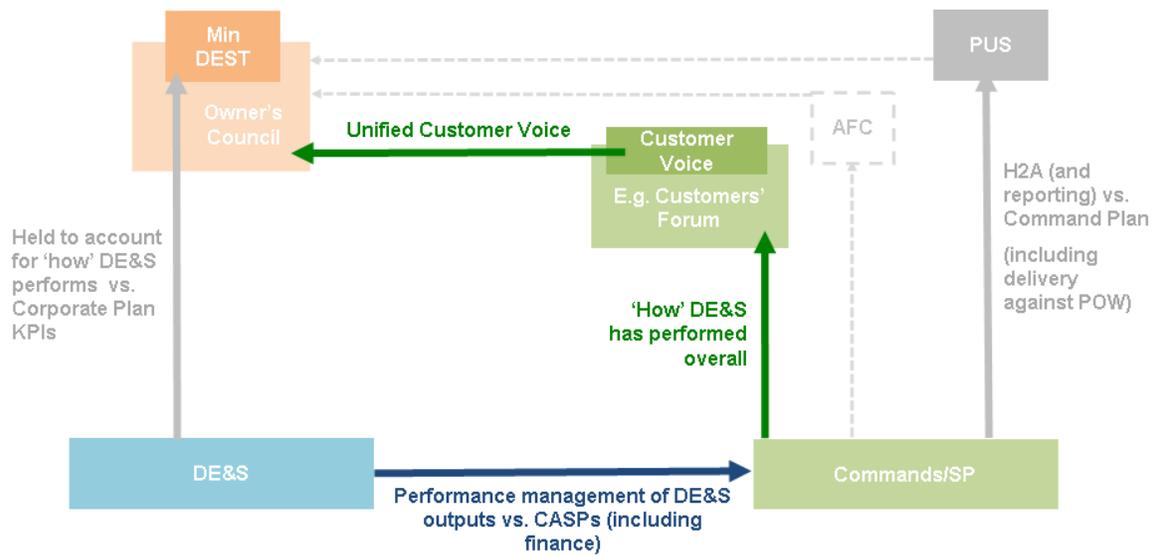


Figure 12: Customer Input into the DE&S Owner’s Council and Other Optional Escalation Routes

4.4. PUS and CDS Holding to Account of Commands

Holding to Account (H2A)

- 4.4.1. The formal **Holding to Account (H2A)** of Commands by PUS and CDS versus Command Plans is documented in How Defence Works, and amended by PUS’ letter of 2 April 2014.
- 4.4.2. Following a review, the H2A process has been revised to minimise the reporting burden and will comprise three main meetings, linked to key events:

(a)	Discussion and agreement of the Command Plan for the coming year	c. February	
(b)	Stocktake/H2A meeting post year-end	c. June	Inputs: – Latest quarterly TLB report – Agreed statement of latest financial position (i.e. latest AP data), as agreed by HO and TLB
(c)	Stocktake/H2A meeting at mid-year (focused on the ABC)	c. November (after initial ABC submissions)	

- 4.4.3. Commands will be formally held to account (post) Q2 and Q4 – should Q1 and Q3 TLB reports raise issues of concern an ad hoc H2A meeting may be held.

Defence Board and TLB Reporting³⁷

4.4.4. Performance reporting will comprise:

1. Monthly data pack (to the Defence Board) including data in support of revised DBSO7 which will from April 2015 be provided by Commands;
2. New-style six-monthly consolidated performance reports on TLBs' progress versus Command Plans at mid-year and year-end, aligned with stocktakes/H2A – (to the Defence Board; to replace the performance element of the current QPRR); and
3. Quarterly TLB reports to the Centre (based on internal TLB reporting) – with some specified common features to assist cross-TLB performance comparison.

4.4.5. Risk reporting will comprise:

1. Reporting against new risk exposure statements in Command Plan 15 and emerging bottom-up risks – (to replace the risk element of the current QPRR);
2. TLB risk reporting to be based on internal TLB Board risk reports, aligned with new risk framework under development by the Centre in consultation with TLBs; and
3. Quarterly reporting against MOD's strategic risks by the relevant risk owners.

4.5. Head Office Corporate Performance Management of DE&S and ISS

- 4.5.1. Performance management of DE&S as a corporate entity by Head Office is captured in the **Framework Document**. This documents the agreed strategic objectives for DE&S; governance arrangements; policy, financial and human resources parameters; and the operation of the additional freedoms agreed with HMT and Cabinet Office.
- 4.5.2. DE&S' performance in delivery of these strategic objectives will be assessed on a quarterly basis against metrics captured in **the DE&S Corporate Plan** (a rolling three-year document, refreshed annually). This includes KPIs on customer satisfaction and delivery of the DE&S-managed POW (see Section 4.3 above).
- 4.5.3. A suitable corporate management arrangement will be established for ISS, as an HLB within JFC, and detailed in the forthcoming IOM.

4.6. Performance Monitoring – Command to DE&S/ISS

Management Information (MI) and Business Intelligence (BI)

- 4.6.1. Effective performance management of the Acquisition System relies upon decision-makers at all levels having access to a single source of trusted data. This enables the vision of 'economically rational' decision-making and supports holding to account; moreover it reinforces evidence based decision making and increases confidence within and beyond the Department through transparency and auditability.

³⁷ As outlined in PUS' letter of 2 April 2014.

4.6.2. From FY2016/2017, the Department's MI projects include Business Intelligence tools to exploit corporate data stores which can aggregate and present data at a level appropriate to the viewer. MI should be drawn from assured data.³⁸ Business Intelligence, by contrast, refers to a set of tools and techniques for processing and deducing trends from data. These could include statistical, analytical and predictive techniques to support evidence based decision making. These principles are illustrated in Figure 13.

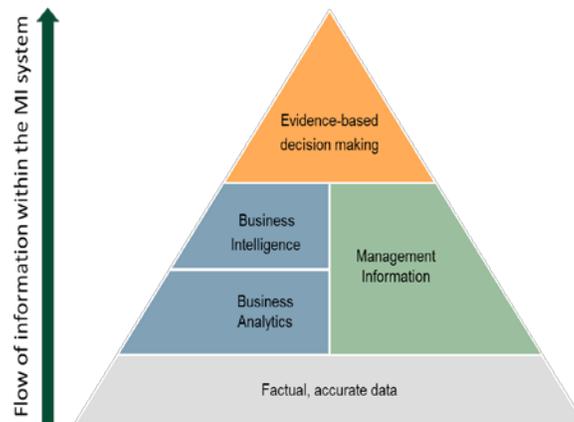


Figure 13: Flow of information in the MI system

Metric Development and Monitoring

Development of ISP and CASP KPIs – Plan-Level

4.6.3. To facilitate development of a consolidated view to support Holding to Account against the Command Plan, each Customer needs to develop a small number of KPIs to be included in their CASP and ISP. These KPIs need to be derived from lower level metrics used in the procurement and support of E&L, i.e. the development of KPIs should cover PCT (for EPP) and ESP equivalents (e.g. availability, sustainability, reliability, safety etc.). Moreover, these KPIs will support sub-portfolio management and decision-making.

4.6.4. These metrics must:

- Be sufficiently flexible to the needs of the individual Commands;
- Align with Head Office direction to assure consistency, thus facilitate cross-Command comparison of delivery agent performance;
- Balance ease of implementation (e.g. low MI requirement, resource-intensity) with providing a sufficiently rich picture to optimise utility to decision-makers; and
- Avoid driving perverse behaviours / unintended consequences.

³⁸ MI governance is pro-active yet remote from the other roles and clearly defined in JSP 747

Development of ISP and CASP Metrics – Annex-Level

4.6.5. Metrics are the units of measure used to set financial and non-financial performance standards, describe ESL&S deliverables and provide a set of quantifiable targets for assessing, monitoring and reporting performance. CASP and ISP annex level metrics will cover all Delivery Agent outputs and deliverables, irrespective of the type of service being provided. These metrics will also prescribe the obligations and dependencies on the Customers to enable those outputs.

4.6.6. These metrics must:

- Cover the full range of the Command’s DE&S-managed and ISS-managed POW outputs;
- Exhibit the characteristics shown below;
- Ensure there is a common understanding of definitions between Command, DE&S, ISS and Industry; and
- Ensure the ‘golden thread’ linking ESL&S deliverables to Command Plan outputs.

4.6.7. Where it is not possible to describe a clear metric, owned by one party or entity, a combined metric will be used and measured collaboratively.

Metric Characteristics	
Specific	Delivery of the metric must lead to the ESLS (&I) deliverables that contribute to Command Plan outputs
Representative	Must measure the contractor's performance in relation to delivery of the required outputs.
Clear	Must be sufficiently clear to ensure a common understanding and avoid misinterpretation.
Measurable	Can be quantified to aid robust performance evaluation.
Predictable	Include the correct thresholds to ensure acceptable performance is easily identifiable
Timely	Can be observed periodically and data about it can be released regularly
Consistent	Coherent with other KPIs without conflict or confusion

Use of Earned Value Management (EVM) in Metric Development

4.6.8. EVM is an Industry-recognised methodology to track performance of project management – i.e. “a project control tool based on structured approach to cost collection and performance measurement”. Earned Value Management System is the process and infrastructure to operate EVM.

- 4.6.9. EVM is established as the NAO 'gold standard' and it is DE&S corporate policy to use EVM for all Cat A-C projects entering the Demonstration phase³⁹. However, currently only a small percentage of DE&S managed programmes employ EVM.
- 4.6.10. Consequently, a **long term objective** is to maximise the use of EVM where appropriate,⁴⁰ for the Command's POW managed by DE&S. Use of EVM data as a the source of MI to support performance management of CASP Annex outputs can help to maintain the Single Version of the Truth across both the DE&S/Industry interface and the Command/DE&S interface.
- 4.6.11. In order to achieve this long term objective, for **April 15** Commands in collaboration with DE&S should :
- Identify those EPP projects that currently use EVM (as part of the DE&S contract with industry) and consider the use of that EVM data to satisfy the performance management metrics of the CASP Annex. A record and justification should be noted in those instances where it is decided that EVM is not beneficial to be used for CASP Annex metrics.
 - Identify those EPP and ESP projects where the implementation of EVM is beneficial to the Command (based on importance, suitability and size) but has yet to be introduced.
 - Develop and initiate a transition plan for those areas where EVM has been deemed beneficial but is not feasible for CASP15.
- 4.6.12. EVM is not appropriate for every project – and cannot be applied retrospectively - the Commands and DE&S must work collaboratively to determine the appropriate threshold for its use given the limitations of data availability and practicality of implementation.
- The existing KSE in Commands may limit the sophistication of an EVM System. To mitigate this, DE&S, as the trusted agent to the Commands, should 'interpret' the EVM data from Industry to aid Command understanding.
 - Where implementation is not feasible for CASP15 the intention to use EVM will be formally recorded in each Annex and will describe the reason for non-adoption during CASP15 or beyond.

Factbase

- 4.6.13. Currently, recording and storage of data remains disparate, much of it localised and bespoke, held offline, or to some extent duplicated or inaccurate. As a result of coincidental direction within both the Levene and Gray reports, a number of Management Information (MI) initiatives are driving significant improvements. Improvements in data entry must endure within end organisations (especially DE&S and ISS); improvements in information handling, namely demanding the right information, must continue to develop (especially in the FLCs). The agreed totality of the data in the Acquisition System is referred to as the Factbase.
- 4.6.14. The Factbase constitutes the totality of the information required to plan, run and manage the Acquisition System to an appropriate level of detail and accuracy, linked together in a corporately-agreed structure.

³⁹ See <http://aof.uwh.diif.r.mil.uk/aofcontent/tactical/p3m/downloads/evm/mandate.pdf>

⁴⁰ The AOF provides a decision tree to assist Programme in developing the utility of EVM. This can be found at http://aof.uwh.diif.r.mil.uk/aofcontent/tactical/p3m/downloads/evm/evm_decision_tree.pdf

- 4.6.15. Historically, the Factbase has been of variable quality due to duplication of data, gaps (where information either did not exist or was not shared), or poor quality data. The use and role of CASPs necessitates improvements in data quality and accuracy, which should align to performance metrics and data requirements. The Commands, as information users, must stipulate the information they require from the Factbase and must be supported by Delivery Agents.
- 4.6.16. Decision-makers will expect that data is complete, accurate and appropriately assured; and that it will facilitate the effective discharge of performance management, planning and corporate reporting. DE&S and ISS will be responsible for ensuring that Factbase data is appropriately assured. Therefore Delivery Agents must describe their dependency on the Customers for accurate data entry where appropriate.
- 4.6.17. The Commands, together with the DE&S and ISS, will ensure that robust and enduring controls/processes are established to maintain the quality and completeness of the Factbase, and each separately responsible for disciplined adherence by information users within their organisation.
- 4.6.18. Commands will also be responsible for ensuring that further changes to the Factbase required as a result of changes to the ISPs and CASPs are managed using the agreed change process.

4.7. Health of the Acquisition System

Overview

- 4.7.1. Acquisition System Governance covers the enduring activity of maintaining the health of the Acquisition System and involves oversight and improvement of the System to ensure that it is structured, operates and develops in the optimally effective and efficient manner.
- 4.7.2. The Defence Authority for the Acquisition System is the individual that is accountable for the performance of the System as a whole and provides the focus for Acquisition System Governance.
- 4.7.3. The Acquisition System Authority (ASA) team is responsible for day-to-day oversight and improvement of the System on behalf of the Defence Authority for the Acquisition System.

Acquisition System Authority

MANDATED ELEMENTS

Acquisition System organisations must:

- Demonstrate compliance with the extant direction to the satisfaction of the Defence Authority and ASA.
- Participate in the regular performance reviews of the system run by the ASA on behalf of the Defence Authority.

- 4.7.4. Director General Head Office and Commissioning Services (DG HO&CS) is the Defence Authority for the Acquisition System⁴¹, specifically accountable for:
- Setting standards and practices for the System by which Defence acquires equipment, support and logistics to ensure it meets the aims and needs of Defence.
 - Regularly reviewing the health of the System to ensure it is operating as it should and to make changes as necessary.
 - Setting skills standards in conjunction with the appropriate Heads of Profession for those elements of the defence workforce working in acquisition.
- 4.7.5. The Acquisition System Authority (ASA) will assist DG HO&CS in discharging the responsibilities of this role and in ensuring that the required changes are sustained.
- 4.7.6. The key functions that the ASA will perform are:
- **Setting Standards and Practices.** Reviewing, developing and Communicating Acquisition System accountabilities, roles, interfaces, processes, behaviours and standards. The direction and guidance articulated in the ASOM and ASH will be maintained and in due course be developed in to a JSP. The Acquisition Operating Framework (AOF) will evolve in line with the ASOM/ASH. The ASA will work with other stakeholders, such as Defence Reform and Defence Portfolio and Approvals Secretariat (DPAS), to exploit the opportunity for further policy rationalisation and digital delivery.
 - **System Health.** The ASA will carry out regular health checks of the Acquisition System to measure both system performance and compliance; highlighting good practice and making recommendations to improve where appropriate. The ASA will report on system health metrics to the Defence Board and feed in analysis as it relates to DE&S for Owner's Council consideration. Measurement will be through a combination of 6 monthly assessment and performance metrics. System Health checking will be light touch using existing metrics but will include a whole system analysis and, as the role develops, the option to carry out bespoke deep dive studies if required.
 - **Setting Skills standards.** The ASA will fulfil the role of Head of Profession (HoP) for Acquisition by setting the KSE standards for acquisition skills that are not already covered by other HoP⁴² or within DE&S negotiated freedoms. The ASA will work with DE&S to understand how the skills standards that they set internally remain coherent with the wider system. It will also sponsor appropriate training through the Defence Academy and other training providers. Having these acquisition-specific roles filled by staff with the necessary KSE will be a measure of system health.
 - **DE&S Owner's Council support.** The ASA will support the DE&S Owner's Council⁴³ by undertaking Secretariat duties; support DG HOCS to fulfil his role as the DE&S MOD Non Executive Director; and facilitate the resolution of internal MOD disputes where these relate to the Acquisition System by informing a Defence Authority judgement.

⁴¹ PUS Letter of Authority to Defence Authority for Acquisition System dated 17 June 2014 (D/PUS/11/1(366))

⁴² Including Commercial, Finance and P3M.

⁴³ Additional information on the role and composition of the DE&S Owners' Council can be found in the DE&S Framework Document.

5. INTERFACE PARAMETERS

5.1. Overview

5.1.1. This section provides parameters to guide development of the interface design between Commands and DE&S/ ISS and against which design solutions must be tested. The content of the parameters mirrors and build on the content within other sections of the ASH, but is consolidated here for ease of reference.

5.2. The Nature of the Interface Relationship

5.2.1. The key finding from external benchmarking, which examined a number of models, was the need for the relationship between the Commands (including Strategic Programmes) as Customers and DE&S/ISS as the Delivery Agents to be based on a '**trusted and collaborative**' working environment, that is nonetheless '**structured and disciplined**' and that is enabled by ensuring there is a '**balance of competence**' on both sides. As a result, the first parameter that should guide interface design development is that:

- The standard on which this should be based is **BS11000**. This is the British Standard that facilitates improved collaborative relationships in all types of organisations.

5.2.2. This needs to provide the basis of a re-cast agile and flexible relationship between the Customer and Deliverer, that is underpinned by proportional tasking and robust change control and makes transparent the cost and consequences of requirement and funding changes⁴⁴.

Command Side Parameters

5.2.3. The need for greater structure and discipline has been built into development of the Command Acquisition Support Plan (CASP) aligned to and referenced by the Command Plan through which the Programme of Work (POW) with the Delivery Agent is articulated and tasked and through which delivery performance management is undertaken (see Sections 2-4). Allied to this has been development of the functional roles each Command will be required to undertake, notably CASP Owner, Annex Owner and Task Manager (as set out in Appendix C). These define the roles, responsibilities and accountabilities that need to be undertaken within the Commands and through which day to day interface management will be undertaken.

5.2.4. A number of Command side interface parameters fall out of this which must be reflected in amended operating models as follows:

- Commands will develop and embed the ASOM/ASH functional roles within their operating models.
- Commands will lead on development of CASPs and ISPs.

⁴⁴ Secretary of State for Defence (June 2013).

Acquisition System Handbook
Version 1.0 (17 July 2014)

- CASPs and ISPs will be aligned with and referenced by the Command Plan and will be the documents that govern the interfaces with Delivery Agents.
- Commands will set out clear accountability for planning and tasking and performance management of the POW, through CASPs/ISPs, to ensure functional roles are effectively carried out.
- CASPs/ISPs will form the basis of the agreement between Commands and Delivery Agents setting out the obligations, deliverables and metrics against which delivery will be assessed.
- Commands will focus on the 'what' leaving Delivery Agents to determine and advise on 'how'.
- Changes to the POW will only be made if affordable or the necessary resources have been secured first.
- Commands will be accountable for veer and haul decisions within the existing POW, informed by Delivery Agents.
- Any delegation to veer and haul to Delivery Agents must be explicitly set out and agreed within the CASP. This must not undermine individual accountability in the Commands.
- Commands will lead on the Quarterly Customer Review (QCR)/Performance Management process and focus on decisions and direction required at Annex and CASP/ISP Owner level to adjust and ensure delivery of the POW.
- Commands will seek advice and input from Delivery Agents in generating options and will expect and accept constructive challenge.
- Commands will agree and meet their obligations to Delivery Agents with Delivery Agents holding Commands to account accordingly.
- During periods of unanticipated loading, for example, as a result of an unplanned comprehensive planning process, Commands will intelligently minimise demands placed on Delivery Agents; this will include agreeing where activity needs to be de-scoped or deferred to balance demand with available resources.

Common Parameters

5.2.5. There are a number of common parameters that will apply equally on both sides of the Customer- Delivery Agent interface that will influence design as follows:

- Both sides will operate in a collaborative and trusted way under the framework of BS11000. This will be based on developing shared objectives and will avoid 'man marking'.
- Commands will work with Delivery Agents in developing CASPs/ISPs, with Commands setting costed Equipment, Service, Logistics and Support requirements based on the advice provided by Delivery Agents.
- Costing by Delivery Agents may be independently assured by CAAS.

- Both sides will operate a structured and disciplined interface that ensures all new tasking is properly captured and costed (including operating costs) and agreed between Command and Delivery Agent.
- The level of detail required to commit to a new task will be proportionate to the level of delivery activity required. This will vary from a simple 1 page instruction for a small bounded task such as Options development or minor Capability Investigation to a formal Project Start Up/Foundation process for new E, L or I projects within a Command capability change programme.⁴⁵
- Commands and Delivery Agents will comply with the Change and Configuration control mechanisms set out in the ASOM/ASH to ensure an audit trail for all changes in the POW.⁴⁶
- Commands and Delivery Agents will work together to pro-actively resolve risks as they mature and issues arise and agree the way ahead, escalating only as necessary for rapid resolution, with both sides committed to constructively addressing any performance shortfalls identified.
- Decision making will be evidence based with consideration of affordability, value for money, coherence and deliverability.
- Commands and Delivery Agents will work together to agree local codes of conduct for interfacing with industry that explicitly defines the lead and supporting roles.

Delivery Agent Parameters

5.2.6. It is right that Delivery Agents, like Commands, will be responsible for developing their own operating models and organisational designs to suit their business needs. However, at the interface, it will be important that the 'front door' developed meets the needs of Customers and supports effective operation of the overall Acquisition System. In turn, Delivery Agents must ensure they are configured to provide effective and timely support to the Customer to enable effective management and delivery of the POW. Therefore, development of internal operating models must be consistent and compliant with the principles set out in the ASOM and ASH and as such:

- Delivery Agents must be Customer facing. This includes ensuring there is a single party/counter party relationship at CASP/ISP and Annex Owner level to deliver clear individual accountability and responsibilities across the interface (see Annex D for Delivery Agent counterpart role requirements).
- Delivery Agents will support the development of and will agree a taut, realistic and viable POW and associated metrics.
- Delivery Agents will support planning and performance management by providing advice, information and data that is up to date, accurate and timely.

⁴⁵ CD will work jointly with Mat Strat and the Commands to evolve this.

⁴⁶ As above

Acquisition System Handbook
Version 1.0 (17 July 2014)

- In support of this, Delivery Agents will develop and maintain an accurate factbase/data store, for which they will be accountable, that is readily accessible to Customers to meet Customer defined management information requirements.
- Delivery Agents will deliver performance and financial information that is assured to meet the QCR/Performance Management process and decision support analysis.
- Delivery Agents will match resources to meet the overall POW and will consult with Customers over re-prioritisation of activities as necessary.
- Delivery Agents will provide support to Customers in developing Business Cases, including supporting evidence and technical and safety assurance to support the approvals process.

6.ROLE PROFILES & UPSKILLING

6.1. Context

- 6.1.1. As emphasised in the ASOM, operations within the Acquisition System are driven by three key organisational roles – Head Office (HO), Commands (as Customers), and DE&S/ISS (as Delivery Agents). Each organisation has a number of key accountabilities with the separation a key principle to simplifying and clarifying the overall System design.
- **Head Office** sets the strategic objectives of Defence, undertakes strategic balance of investment, sets outputs to be delivered and allocates resources and has a clear understanding of the Commands requirements of DE&S and the available mechanisms to drive necessary performance and improvement.
 - **Head Office** is also concerned with 'how' the entity / System is performing. For example, the Head Office as owner of the DE&S is concerned with the quality of DE&S' contract management and programme management and its effective function as an organisation within Defence.
 - The **Commands** as Customers are concerned with the outputs of the Acquisition System. For example, the Commands as the Customer of DE&S/ISS are concerned with the availability and readiness of required capability within agreed parameters.
 - The **Commands** have a clear understanding and knowledge of their requirements and of the products or services being supplied in response. This includes the prioritisation of requirements where necessary, the collaborative management of supply of products and services, as well as the ability to use them safely and effectively.
 - **DE&S/ISS** as Delivery Agents are concerned with delivering the agreed Programme of Work as effectively and efficiently as possible in a way that represents value for money for Defence. They are concerned with 'how' readiness or availability is delivered.
 - **DE&S/ISS** play a full role in delivering the capability requirements of the Customers and to Defence as a whole. The Delivery Agent will agree with the Customers' their requirements and will be held to account by the customer.

6.2. Role profiles

- 6.2.1. To ensure clarity of how the organisational roles and accountabilities translate to individuals within organisations, a number of key role profiles are defined to provide a description of the accountabilities (where applicable), responsibilities and associated activities. An individual may undertake one or multiple role profiles, dependant on the scale and scope of their remit and how the organisation chooses to allocate them. This approach to defining role profiles, rather than individual posts, ensures flexibility in organisational design, allowing for desired structures/hierarchies
- 6.2.2. Figure 15 below sets out a **system wide view** of key role profiles at the core of the Acquisition System. Organisations should ensure these role profiles are fully integrated into their structures, hierarchies and operating models.

Acquisition System Handbook
Version 1.0 (17 July 2014)

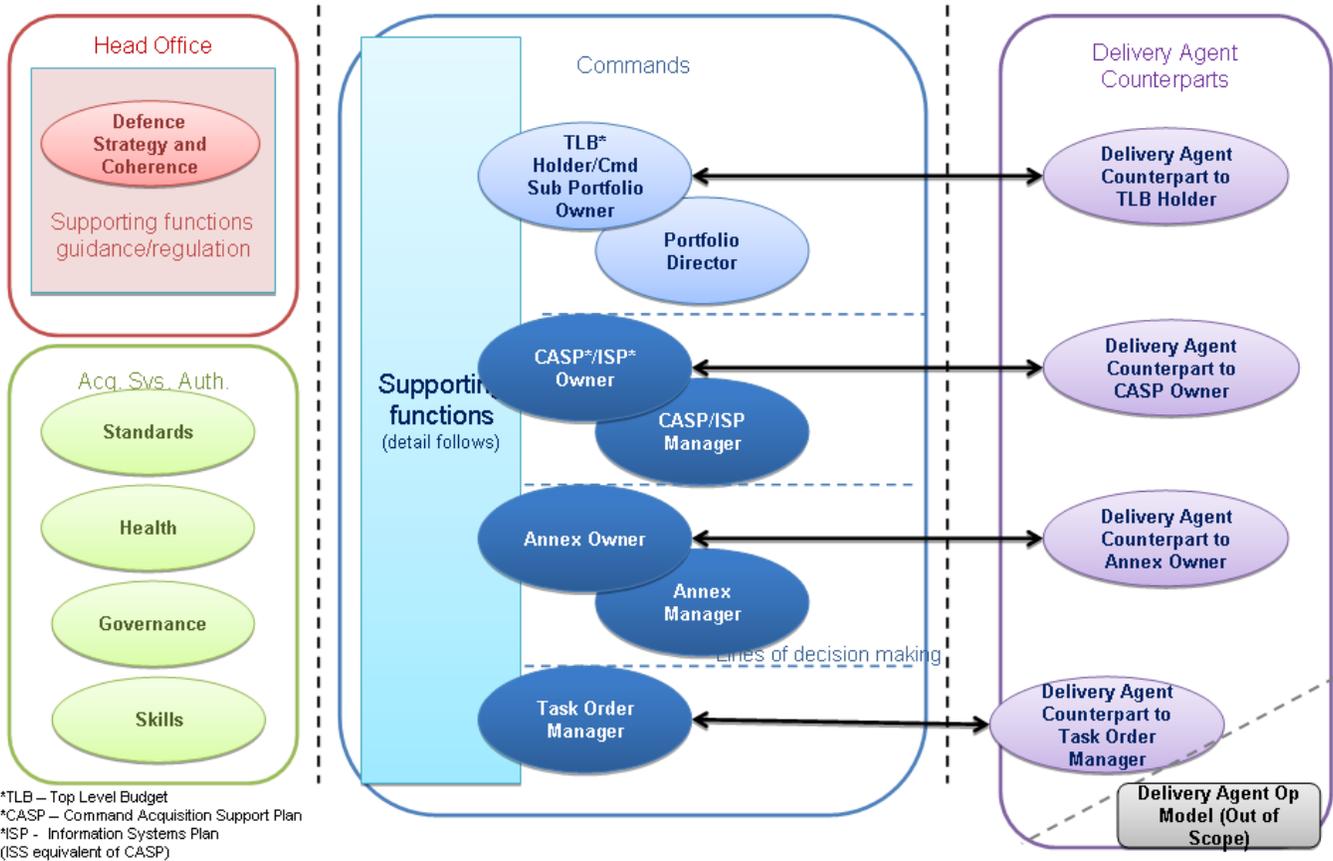


Figure 15: High-level Acquisition System view of Role Profiles

Command Senior Role Profiles

6.2.3. Identified senior role profiles within Commands are depicted in Figure 16. Annex C provides detailed descriptions of these.

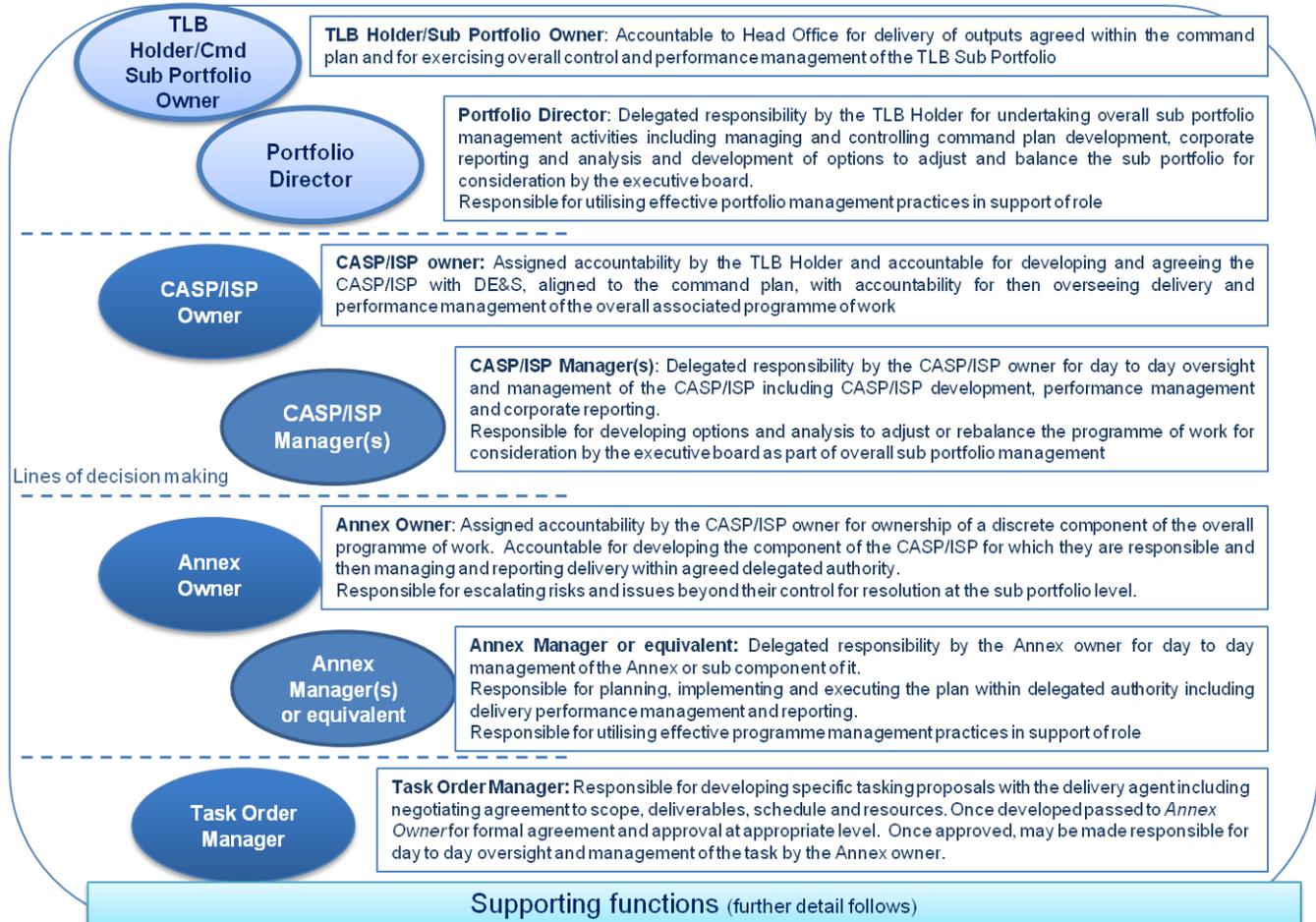


Figure 16: Intelligent Customer Senior Role Profiles

Command Support Functions

6.2.4. In order to undertake their accountabilities and responsibilities, the Command senior roles profiles require support from various functions; including those detailed in Figure 17 below. The core requirements for each of these will be further defined through work with related Defence Authority / Head of Profession and the expectations of the accountable Senior Role Profiles.

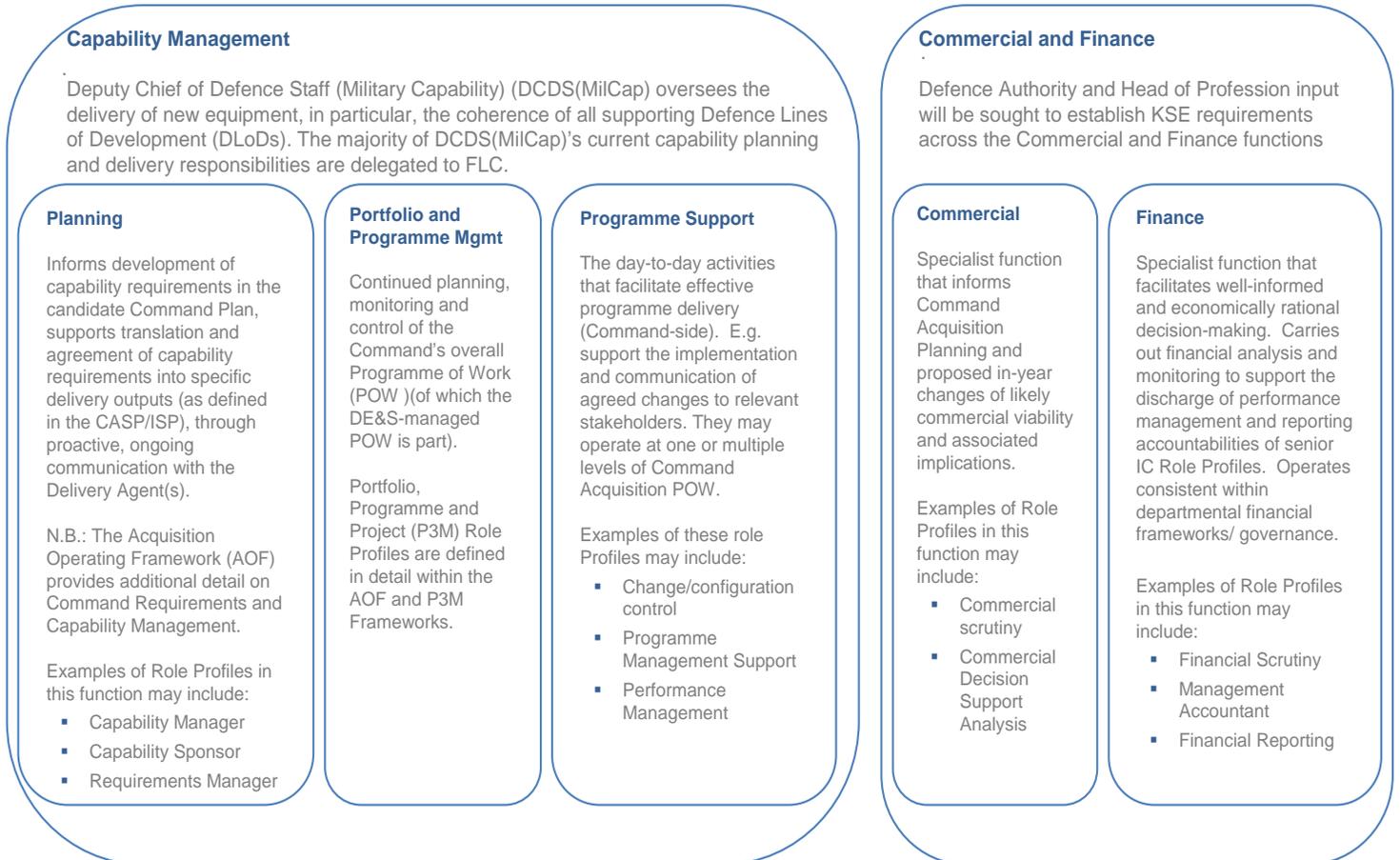


Figure 17: Command Supporting Functions

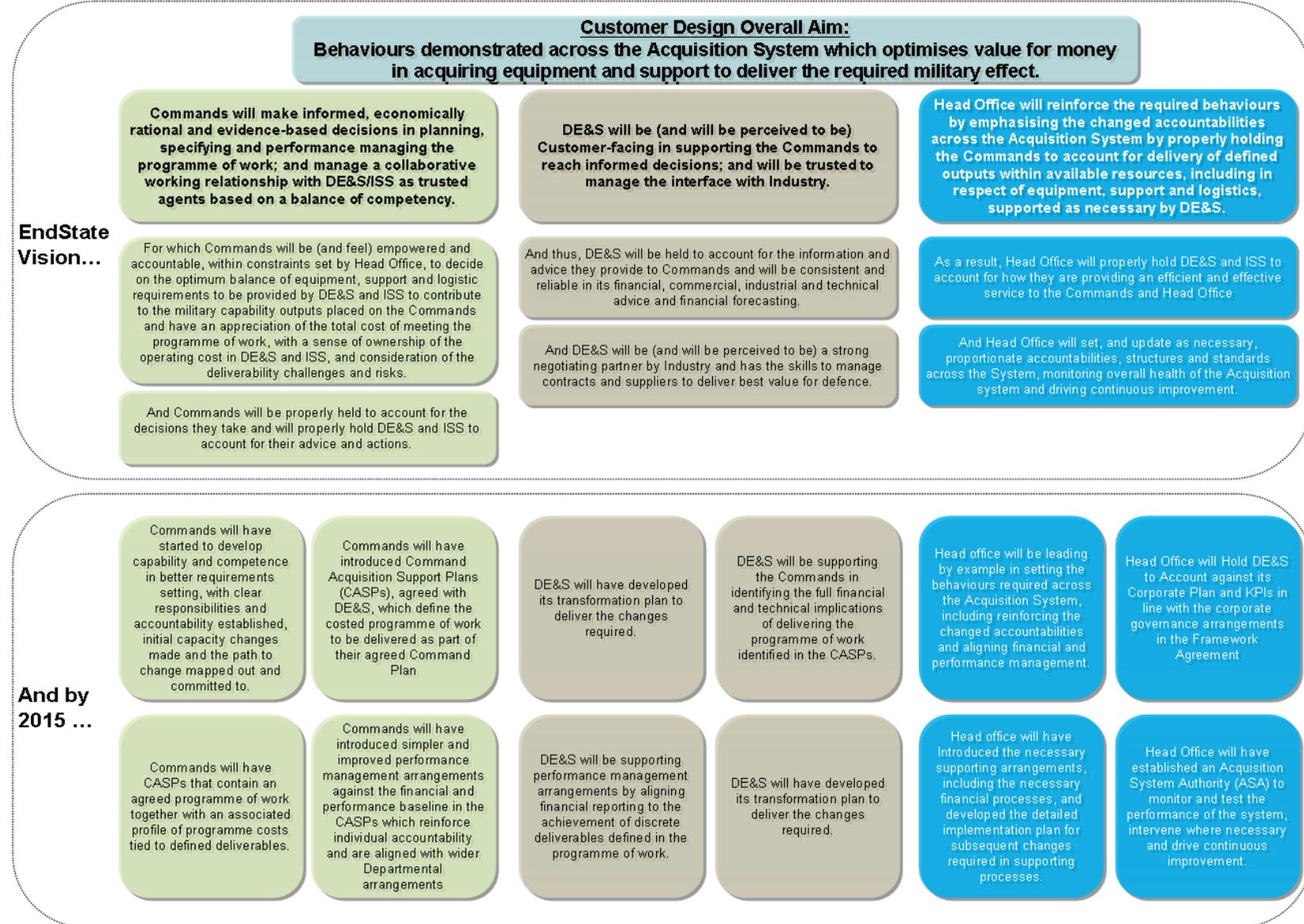
Delivery Agent Counterpart Role Descriptors

6.2.5. Counterparts to the Command Senior Role Profiles should be appointed within Delivery Agent organisations. This supports clarity of accountabilities and responsibilities across interfaces as well as enabling effective interactions and holding to account. Detail of Delivery Agent role profiles should be drawn up within their organisations; **descriptors are provided in Annex D** to indicate expectations of the level of decision making and activities necessary to fulfil these roles.

6.3. Up skilling

- 6.3.1. In order to effectively undertake the senior Role Profiles within the Acquisition System, individuals will require specific Knowledge, Skill and Experience (KSE). Detail of the required KSE for the senior Command role profiles are provided in Annex C.
- 6.3.2. The application of KSE is aligned to the accountabilities and responsibilities of each Role Profile. This definition enables recruitment and selection and subsequent upskilling that is focused on what is relevant to the associated accountabilities/responsibilities to be performed by the individual.
- 6.3.3. Although key to local organisational upskilling, the KSE requirements will also feed into a system wide Training Needs Analysis and subsequent upskilling strategy (owned by the Acquisition System Authority) across the Acquisition System.

ACQUISITION SYSTEM ESSENTIAL OUTCOMES



ACQUISITION SYSTEM BEHAVIOURAL PRINCIPLES & RELATIONSHIPS

1. Behavioural Principles

1.1 The following are the key Acquisition System Behavioural principles that underpin all activity and interactions within the System.

- **Transparency** (timely and open information sharing, clear, accurate)
- **Financially astute** (decision making, requirements setting and Performance Management)
- **Accountable** (individuals, supporting each others' accountabilities and responsibilities, and H2A at all levels)
- **Practical** (focus on 80/20 and abiding by decisions)
- **Knowledgeable** (of our business, of our capability/capacity, of our Customers/Delivery Agents' needs)
- **Trusting** (delegation and empowerment, supporting each other and focused on best for Defence)
- **Improving** (tackling failure swiftly and learning across all relationships)

1.2 Each organisation within the system and individuals within these organisations will have different but aligned perspectives on what these principles mean in practice. The following outline these organisational perspectives (universal principles are shown in *purple italics*)

Command Perspective

Transparency

*We value and encourage **transparency** and strive to improve the quality and consistency of our data
We support **economically rational decision making** through development of a strong fact base*

Accountable

*We hold each-other **accountable** for meeting our commitments and support each-others' accountabilities*

Financially Astute:

*We understand the **financial impact of our decisions** before they are made and challenge those which are not clear
We have an understanding of the money in all aspects of setting and delivering requirements*

Practical

*We **abide by decisions** unless we agree between us that there are good reasons for change
We accept that **80/20 is usually good enough**, agree and understand the real worth of the final 20%;*

Knowledgeable

*We work to understand our business well enough to be able to **prioritise** our requirements
We ensure we understand how our intent **impacts across Defence***

Trusting:

*We **delegate** to the lowest most appropriate person, empower and hold them responsible for delivery
We assume our delivery agents are advisors who are **on our side**
We won't shadow our colleagues across the organisational boundaries
We agree our elements of the plans for delivery in **good faith and with realism**
We are open and early in discussing risks and issues with delivery*

Improving

*We tackle failure directly but supportively
We actively develop a relationship which allows and resolves difficult discussions
We learn from and share our experiences
We seek to continuously build Defence capability management and acquisition skills*

Acquisition System Handbook

Version 1.0 (17 July 2014)

Delivery Agent Perspective

Transparency

We value and encourage **transparency** and strive to improve the quality and consistency of our data
We support **economically rational decision making** through development of a strong fact base

Accountable

We hold each-other **accountable** for meeting our commitments and support each-others' accountabilities

Financially astute

We understand the **financial impact** of our decisions before they are made and challenge those which are not clear

Practical

We **abide by decisions** unless we agree that there are good reasons for change

Knowledgeable

We make sure we **understand our business** well enough to identify (over/under) capacity and capability and resolve it fast
We ensure we **understand our customers business** well enough to be a valued intelligent agent

Trusting

We **delegate** to the lowest most appropriate person, empower and hold them responsible for delivery

We assume our customers are **on our side**

We agree our elements of the plans for delivery in **good faith and with realism**

We are open and early in discussing risks and issues with delivery

Improving

We tackle failure directly but supportively

We actively develop a relationship which allows and resolves difficult discussions

We learn from and share our experiences

We seek to continuously build Defence capability management and acquisition skills

Head Office Perspective:

Transparency

We value and encourage **transparency** and strive to improve the quality and consistency of our data
We support **economically rational decision making** through development of a strong fact base

Accountable

We hold each-other **accountable** for meeting our commitments and support each-others' accountabilities

Financially astute

We understand the **financial impact** of our decisions before they are made and challenge those which are not clear

Practical

We **abide by decisions** unless we understand the impact of and agree between us that there are good reasons for change

We accept that **80/20 is usually good enough**, agree and understand the real worth of the final 20%;

Knowledgeable

We work to understand our business well enough to be able to **prioritise** our requirements

Trusting

We **delegate** to the lowest most appropriate person, empower and hold them responsible for delivery

Improving

We tackle failure directly but supportively

We actively develop a relationship which allows and resolves difficult discussions

We learn from and share our experiences

We seek to continuously build Defence capability management and acquisition skills

Command Senior Role Profiles

1. This Annex includes the Role Profiles for the Command Senior Roles. Detailed provided Includes the specific accountabilities, responsibilities and activities to be undertaken and the associated KSE. (Note - It is recognised that Core and Functional KSE definition and validation is underway as part of Project 21 and New Employment Model (NEM) work and so is not included here. The Role Profiles should be considered in light of emerging and final outputs from these projects as well as any activity concerning Civil Service KSE requirements).
2. The Senior Role Profiles contain relevant detail for those undertaking them, their line managers, recruitment teams and peers.
3. Those undertaking them will need to note the accountabilities and responsibilities in particular, ensuring they understand what they will be expected to achieve. The KSE should be seen as enablers to be able to carry these out, any areas with significant gaps should be presented to line managers as a need for further development.
4. Line managers of those undertaking Senior Role profiles should review the deliverables expected by each and support the fulfilment of significant KSE gaps identified.
5. Internal recruitment teams can use the Role Profile details to match the best available candidates to them, and manage the expectations of those moving into these by sharing the expectations before the placement occurs.
6. Peers/colleagues across the Acquisition System can use the Role Profiles to understand the expectations for any responsibilities they are delegated. The Role Profiles also show the expectations of peers across the interface, enabling open and clear accountabilities.

CASP/ISP Owner Role Profile

Purpose of role: To be accountable for the **creation, maintenance and delivery of the CASP/ISP**; to performance manage the CASP/ISP Delivery Agent Counterpart against agreed CASP metrics therein; and for resolution of issues escalated by exception from Annex level

(Within the Command)

Reporting into: TLB Holder

Reports (received from): Annex Owners

Accountabilities:

- Accountable for delivery of the outputs defined in the CASP/ISP within budget and timescale parameters, and for holding the CASP/ISP Delivery Agent Counterpart to account for performance against agreed metrics defined in the CASP/ISP Plan
- Accountable for undertaking veer and haul within delegated limits and ensuring agreed changes are made within the formal change process, together with associated reporting/communication to all relevant stakeholders
- Accountable for delivery of Command obligations to the Delivery Agent, as defined in the CASP/ISP Plan (e.g. GFx)

Activities:

- To populate and agree the CASP/ISP with the CASP/ISP Delivery Agent Counterpart
- Chair quarterly face-to-face formal performance assessment meetings with the CASP/ISP Delivery Agent Counterpart. To use these to address performance issues / risks at CASP/ISP Plan level and those escalated (by exception) from Annex level
- Identify and assign resolution actions (with timescales) to the relevant individual owner
- Ongoing communication to support/inform parallel development and agreement of the Command Plan

Responsibilities:

- Ensure that the CASP/ISP is generated on time with the agreement of the Delivery Agent Counterpart, that it meets the ESLS requirements of the Command Plan and that it meets the test of affordability, coherence and deliverability.
- Ensure that the CASP/ISP Plan always accurately reflects the sum-total of its constituent Annexes
- To agree and ensure delivery of Command obligations to the Delivery Agent, as defined in the CASP/ISP Plan
- Oversee the CASP/ISP budget with responsibility to manage any variances
- Hold the CASP/ISP Delivery Agent Counterpart to account for DE&S'ISS' performance vs. the CASP/ISP Plan and resolve performance issues, including those raised (by exception) from Annex Owners using veer and haul in-year, where necessary, within financial delegation.
- Agree changes to the CASP/ISP Plan are agreed with the CASP /ISP Delivery Agent Counterpart, ensuring they are processed via the formal change process
- Manage the combined ESLS risks, issues and dependencies for the Command, elevating where necessary issues, risks and decisions required for escalation, by exception, via one of three routes i.e. the Customer Voice, AFC or Holding to Account (H2A), (N.B.: excluding ISS).
- Ensure the Factbase is maintained on a timely basis in line with pre-agreed requirements on the Delivery Agent
- Maintain a robust and transparent audit trail of CASP/ISP-level decisions and communications with relevant stakeholders
- Report progress on delivery of the CASP/ISP to meet Command, Head Office (HO) (including Acquisition System Authority (ASA)) and wider corporate reporting requirements

CASP/ISP Owner Role Profile KSE

Activity level KSE (specific and task associated):

Knowledge

- Knowledge of:
 - how the (CASP/ISP Owner) role profile fits into the Intelligent Customer capability
 - Delivery Agent structure and ways of working
 - Command planning, and ABC timescales and processes
 - H2A processes and guidance
- Strong financial acumen (particularly Command budgets and integration with Head Office reporting/systems)
- Cabinet Office and MOD portfolio management competency requirements
- Portfolio/programme management qualification (s)

Skills

- Ability to:
 - co-ordinate high level strategic goals at Command level
 - draw out relevant information for diverse stakeholders
 - manage complex stakeholder groups
 - assess risk at portfolio level and report instances likely to break agreed/acceptable parameters with recommended resolution options
 - support Annex Owners to achieve individual targets to facilitate delivery of the outputs contained in the CASP/ISP overall
 - negotiate to achieve mutually beneficial outcomes
 - establish and track metrics that cover multiple Annexes and show true story of progress
- Management reporting
- People management and development
- Negotiation with external teams to reach clear organisational benefits aligned to long term plans
- Identify, track and report on benefits realisation in acquisition context

Experience

- Experience of:
 - managing Risks, Assumptions, Issues, Dependencies, Opportunities (RAIDO) and controlling variances
 - working with Command Plans
 - working within Acquisition
 - portfolio management
 - working within an Annex / CASP/ISP Owner role
 - working within a change management role
 - senior leadership in an MOD acquisition / ESL&S setting
 - financial management, particularly budgets at portfolio level

CASP/ISP Manager Role Profile

Purpose of role: To be assigned responsibility by the CASP/ISP Owner for the development, performance management and corporate reporting of the CASP/ISP. To undertake day to day management tasks that support the CASP/ISP Owner in the execution of their accountabilities.

(Within the Command)

Reporting into: CASP Owner

Reports (received from): Annex Owners

Accountabilities:

- (None)

Activities:

- To populate and agree the CASP/ISP with the CASP/ISP Delivery Agent Counterpart
- Support the quarterly face-to-face formal performance assessment meetings with the CASP/ISP Delivery Agent Counterpart.
- Identify and assign resolution actions (with timescales) to the relevant individual owner
- Ongoing communication to support/inform parallel development and agreement of the Command Plan
- To developing options and analysis to adjust or rebalance the programme of work for consideration by the executive board as part of overall sub portfolio management

Responsibilities (To support CASP/ISP Owners to achieve):

- Ensure that the CASP/ISP is generated on time with the agreement of the Delivery Agent Counterpart, that it meets the ESLS requirements of the Command Plan and that it meets the test of affordability, coherence and deliverability.
- Ensure that the CASP/ISP Plan always accurately reflects the sum-total of its constituent Annexes
- To agree and ensure delivery of Command obligations to the Delivery Agent, as defined in the CASP/ISP Plan
- Oversee the CASP/ISP budget with responsibility to manage any variances
- Hold the CASP/ISP Delivery Agent Counterpart to account for DE&S'/ISS' performance vs. the CASP/ISP Plan and resolve performance issues, including those raised (by exception) from Annex Owners using veer and haul in-year, where necessary, within financial delegation.
- Agree changes to the CASP/ISP Plan are agreed with the CASP /ISP Delivery Agent Counterpart, ensuring they are processed via the formal change process
- Manage the combined ESLS risks, issues and dependencies for the Command, elevating where necessary issues, risks and decisions required for escalation, by exception, via one of three routes i.e. the Customer Voice, AFC or Holding to Account (H2A), (N.B.: excluding ISS).
- Ensure the Factbase is maintained on a timely basis in line with pre-agreed requirements on the Delivery Agent
- Maintain a robust and transparent audit trail of CASP/ISP-level decisions and communications with relevant stakeholders
- Report progress on delivery of the CASP/ISP to meet Command, Head Office (HO) (including Acquisition System Authority (ASA)) and wider corporate reporting requirements

CASP/ISP Manager Role Profile KSE

Activity level KSE (specific and task associated):

Knowledge

- Knowledge of:
 - how the (CASP/ISP Manager) role profile fits into the Intelligent Customer capability
 - Delivery Agent structure and ways of working
 - Command planning, and ABC timescales and processes
 - H2A processes and guidance
- Strong financial acumen (particularly Command budgets and integration with Head Office reporting/systems)
- Cabinet Office and MOD portfolio management competency requirements
- Portfolio/programme management qualification (s)

Skills

- Ability to:
 - put in place plans that achieve strategic goals at Command level
 - interpret and prioritise tasks without close supervision
 - draw out relevant information for diverse stakeholders
 - manage complex stakeholder groups
 - assess risk at portfolio level and report instances likely to break agreed/acceptable parameters with recommended resolution options
 - work with Annex Owners to achieve individual targets to facilitate delivery of the outputs contained in the CASP/ISP overall
 - negotiate to achieve mutually beneficial outcomes
 - establish and track metrics that cover multiple Annexes and show true story of progress
- Management reporting skills
- People management and development skills
- Negotiation with external teams to reach clear organisational benefits aligned to long term plans

Experience

- Experience of:
 - managing RAIDO* and controlling variances
 - working with Command Plans
 - working within Acquisition
 - portfolio management
 - working within an Annex / CASP/ISP Owner role
 - working within a change management role
 - working within an MOD acquisition / ESL&S setting financial management, particularly budgets at portfolio level

CASP/ISP Annex Owner Role Profile

Purpose of role: To be accountable for the creation, maintenance and delivery of the CASP/ISP Annex and for holding the Delivery Agent Counterpart to account for delivery against agreed metrics, as captured in the Annex.
An Annex Owner may be accountable for one or more Annex.

(Within the Command)

Reporting into: CASP/ISP Owner
Reports (received from): Task Order Manager(s)

Accountabilities:

- Accountable for the delivery of the outputs defined in the Annex(es) and holding the Delivery Agent Counterpart to account for performance against metrics defined therein
- Accountable for undertaking veer and haul within delegated limits and ensuring agreed changes are made within the formal change process, together with associated reporting/communication to all relevant stakeholders
- Accountable for delivery of Command obligations to the Delivery Agent, as defined in the Annex (e.g. GFx)

Activities:

- To populate and agree the CASP/ISP Annex with the Delivery Agent Counterpart
- Ensure formal face-to-face performance assessment meetings are held at a minimum of quarterly with the Delivery Agent Counterpart to review performance issues / risks
- Identify and assign resolution actions (with timescales) to the relevant individual
- Outside formal assessment meetings, resolve issues escalated from each Task Manager on an informal basis; maintaining ongoing and open communication

Responsibilities:

- Population of the CASP/ISP Annex to define its required outputs, associated metrics, and Command and Delivery Agent obligations (with consideration of affordability, coherence and deliverability)
- Ensure the Annex is aligned/consistent with the candidate or extant CASP/ISP Plan (i.e. timescales, allocated financial resources and capability outputs)
- To agree and ensure delivery of Command obligations to the Delivery Agent, as defined in the CASP/ISP Annex (e.g. GFx)
- Hold the Delivery Agent Counterpart to account for his/her responsibilities associated with DE&S/ISS performance vs. agreed metrics in the CASP/ISP Annex
- Oversee the Annex budget with responsibility to identify, understand and mitigate anticipated variances
- Veer and haul in-year within financial delegations (e.g. P,C or T tolerances)
- Provide direction and guidance to the Delivery Agent Counterpart and Task Order Managers, and understand the current state of all activities detailed in Task Orders within the Annex
- Ensure changes are agreed with the Delivery Agent Counterpart and processed through the formal change process
- Filter issues, risks and decisions required, and identify those for escalation by exception to CASP/ISP-level performance assessment
- Report on progress to CASP/ISP Owner and all other relevant parties
- Manage dependencies identified in the CASP/ISP Annex
- Ensure the Factbase is maintained on a timely basis in line with pre-agreed requirements on the Delivery Agent, to ensure the efficient flow and recording of information across the interface
- Maintain a robust and transparent audit trail of CASP/ISP Annex-level decisions and communications with the Delivery Agent Counterpart and other relevant stakeholders

CASP/ISP Annex Owner Role Profile KSE

Activity level KSE (specific and task associated):

Knowledge

- Knowledge of:
 - how the (Annex Owner) role profile fits into the Intelligent Customer capability
 - Delivery Agent structure and ways of working
 - Command planning, and ABC timescales and processes
 - H2A processes and guidance
- Strong financial acumen (particularly programme budgets and Head Office reporting/systems)
- Cabinet Office and MOD programme management competency requirements
- Project/programme and/or portfolio management qualification (s)

Skills

- Ability to:
 - co-ordinate high-level strategic goals at programme level
 - filter and tailor relevant information for senior stakeholders
 - manage complex stakeholder relationships
 - assess risk at programme level and report instances likely to break agreed parameters, with recommended resolution options
 - support Task Order Managers to achieve individual targets
 - negotiate to achieve mutually beneficial outcomes
 - establish and agree remedial actions to ensure delivery of the programme stays within agreed, defined parameters
 - strong management skills, with ability to support Task Order Managers to achieve individual targets in achieving the delivery outcome
- Management reporting
- People management and development
- Negotiation with external teams to reach clear organisational benefits aligned to long term plans
- Identify, track and report on benefits realisation in acquisition context

Experience

- Experience of:
 - managing RAIDO and controlling variances
 - working with Command Plans
 - working within acquisition
 - portfolio management
 - working within an Annex Manager role
 - working within a change management role
 - leadership in a MOD acquisition / ESL&S setting
 - financial management, particularly budgets across portfolio level

CASP/ISP Annex Manager Role Profile

Purpose of role: To be assigned responsibility by the CASP/ISP Annex Owner to support the **planning, implementation and execution** of the plan, including delivery performance management and associated reporting.

(Within the Command)

Reporting into: CASP/ISP Owner

Reports (received from): Task Order Manager(s)

Accountabilities:

- (none)

Responsibilities: (To support CASP/ISP Annex Owners to achieve):

- Population of the CASP/ISP Annex to define its required outputs, associated metrics, and Command and Delivery Agent obligations (with consideration of affordability, coherence and deliverability)
- Ensure the Annex is aligned/consistent with the candidate or extant CASP/ISP Plan (i.e. timescales, allocated financial resources and capability outputs)
- To agree and ensure delivery of Command obligations to the Delivery Agent, as defined in the CASP/ISP Annex (e.g. GFx)
- Hold the Delivery Agent Counterpart to account for his/her responsibilities associated with DE&S/ISS performance vs. agreed metrics in the CASP/ISP Annex
- Oversee the Annex budget with responsibility to identify, understand and mitigate anticipated variances
- Veer and haul in-year within financial delegations (e.g. P,C or T tolerances)
- Provide direction and guidance to the Delivery Agent Counterpart and Task Order Managers, and understand the current state of all activities detailed in Task Orders within the Annex
- Ensure changes are agreed with the Delivery Agent Counterpart and processed through the formal change process
- Filter issues, risks and decisions required, and identify those for escalation by exception to CASP/ISP-level performance assessment
- Report on progress to CASP/ISP Owner and all other relevant parties
- Manage dependencies identified in the CASP/ISP Annex
- Ensure the Factbase is maintained on a timely basis in line with pre-agreed requirements on the Delivery Agent, to ensure the efficient flow and recording of information across the interface
- Maintain a robust and transparent audit trail of CASP/ISP Annex-level decisions and communications with the Delivery Agent Counterpart and other relevant stakeholders

Activities:

- Day to day management of the CASP/ISP Annex plan (or sub-component of it).
- To populate and agree the CASP/ISP Annex with the Delivery Agent Counterpart
- Support formal face-to-face performance assessment meetings held at a minimum of quarterly with the Delivery Agent Counterpart to review performance issues / risks
- Identify and assign resolution actions (with timescales) to the relevant individual
- Outside formal assessment meetings, resolve issues escalated from each Task Manager on an informal basis; maintaining ongoing and open communication

CASP/ISP Annex Manager Role Profile KSE

Activity level KSE (specific and task associated):

Knowledge

- Knowledge of:
 - how the (Annex Manager) role profile fits into the Intelligent Customer capability
 - Delivery Agent structure and ways of working
 - Command planning, and ABC timescales and processes
 - H2A processes and guidance
- Strong financial acumen (particularly programme budgets and Head Office reporting/systems)
- Compliance with Cabinet Office and MOD programme management competency requirements
- Project/programme and/or portfolio management qualification (s)

Skills

- Ability to:
 - put into place actions to achieve strategic goals at programme level
 - filter and tailor relevant information for senior stakeholders
 - manage complex stakeholder relationships
 - assess risk at programme level and report instances likely to break agreed parameters, with recommended resolution options
 - interpret and prioritise tasks without close supervision
 - support Task Order Managers to achieve individual targets
 - negotiate to achieve mutually beneficial outcomes
 - establish and agree remedial actions to ensure delivery of the programme stays within agreed, defined parameters
 - Strong management skills, with ability to support Task Order Managers to achieve individual targets in achieving the delivery outcome
- Management reporting
- People management and development

Experience

- Experience of:
 - managing RAIDO and controlling variances
 - working with Command Plans
 - working within acquisition
 - portfolio management
 - working within an Annex Owner role
 - working within a change management role
 - working in a MOD acquisition / ESL&S setting
 - financial management, particularly budgets across portfolio level

Task Order Manager Role Profile

Purpose of role: To develop and manage the programme of work for assigned Task Orders and ensure communication with the Delivery Partner is open and ongoing, enabling proactive issue resolution.

(Within the Command)

Reporting into: CASP/ISP Annex Owner?

Direct reports: N/A

Accountabilities:

- (none)

Activities:

- To develop and agree the Task Order details with assigned counterpart of Delivery Agent
- Ensure ongoing and informal communication with delivery agent counterpart and address issues / risks arising and potentially arising
- Identify potential problems with Task Order deliverables, operating through established forums e.g. AWGs and CIWG, project boards etc
- Identify and escalate areas likely to go beyond assigned PCT Parameters to appropriate level of seniority at earliest opportunity

Responsibilities: (To support CASP/ISP Annex Owners to achieve):

- Responsible for delivering specific tasking proposals with the delivery agent including negotiating agreement to scope, deliverables schedules and resources
- Creation of the Task Order to achieve its required outputs with consideration of affordability, coherence and deliverability.
- Ensuring consistent alignment of the Task Order with the development timescales, allocated financial resources and capability outputs of the Annex
- Manage the Task Order budget with accountability of and foresight to find, report and mitigate anticipated variances
- Veer and haul within year and within financial delegations / PCT* parameters
- Ensuring that communication with assigned counter part role within Delivery Agent is consistent, open and information shared in real-time
- Review attainment of milestones against agreed metrics in the Task Order
- Filter issues, risks and decisions required, and identify those for escalation by exception to Annex/CASP/ISP level as appropriate
- Report on progress to Annex owner and all other relevant parties.
- Manage dependencies identified in the Task Order
- Collate and openly share MI on product development through the lifespan of the Task Order
- Ensure MI is maintained inline with prior-agreed Delivery Agent requirements to ensure efficient flow and recording of information across the interface
- Maintaining a robust audit trail of Task Order level communications and with delivery agent counterparts and within Command

Task Order Manager Role Profile KSE

Activity level KSE (specific and task associated):

Knowledge

Knowledge of:

- how the Task Order Mgr role profile fits into the Intelligent Customer process
- Delivery Agent structure and ways of working
- ABC timescales and processes

Financial acumen (particularly project level budgets and Command reporting/systems)

Compliance with Cabinet Office and MOD project management competency requirements

Project management qualification/s

Skills

Ability to:

- filter and tailor relevant information for senior stakeholder groups
- manage long term and open stakeholder relationships
- assess risk at project level and report instances likely to break agreed/acceptable parameters with recommended resolution options
- negotiate to achieve mutually beneficial outcomes
- establish and agree remedial actions to ensure delivery of outcomes stays within defined parameters

Management reporting skills, to filter and transfer relevant information to senior stakeholders as necessary

Information management skills to draw out and interpret the ongoing stream of relevant information from various stakeholder groups

Negotiation with external teams to reach clear project focussed benefits aligned to long term programme level planning

Identify, track and report on benefits realisation in acquisition context

Experience

Experience of:

- managing RAIDO and controlling variances
- working within acquisition
- project management
- working within a Task Order Manager role
- leadership in a multi-stakeholder environment
- Task management, particularly to achieve multi-faceted project outcomes

Intelligent Customer Delivery Agent Counterparts

The Delivery Agent Counterparts are shown representing both ISS and DE&S. The inclusion of ISS is subject to decisions on the structure of ISPs and ISS' future design.

Delivery Agent
Counterpart to
TLB Holder

Delivery Agent Counterpart to TLB Holder: Ultimate accountability for the delivery of outputs agreed within the CASP/ISP.

Lines of decision making

Delivery Agent
Counterpart to
CASP/ISP Owner

Delivery Agent Counterpart to CASP/ISP Owner: Accountable on behalf of the Delivery Agent for agreement and management of the overall delivery of CASP/ISP outputs. Required to present and agree resolution options in response to issues escalated by Annex Owners.

Delivery Agent
Counterpart to
Annex Owner

Delivery Agent Counterpart to CASP/ISP Annex Owner: Accountable on behalf of the Delivery Agent for the delivery of outputs defined within the Annex to the specified PCT requirements/ metrics. Responsible for agreeing, implementing and executing delivery including support to the performance management process.

Delivery Agent
Counterpart to
Task Order
Manager

Delivery Agent Counterpart to Task Order Manager: Responsible on behalf of the Delivery Agent for the agreement and delivery of specific tasking proposals with the Customer, negotiating to define scope, deliverables, schedule and resources.

Intelligent Customer Delivery Agent Counterparts: CASP/ISP Owner



**Delivery Agent
Counterpart to
CASP/ISP Owner**

Required to:

Manage the interface between Delivery Agent and Customer

Support the planning process and agree the candidate CASP/ISP level programme of work, inclusive of performance metrics, for ultimate sign off by CDM/CIO

- Review and agree the Delivery Agent outputs and measures included within the candidate CASP/ISP
- Ensure the accuracy of any dependencies, including those with other Delivery Agents, captured within the CASP
- Support the 'lessons-learned' process as part of the CASP/ISP refreshment process

Support the performance management and change management processes

- Represent the Delivery Agent at performance assessment meetings with the Customer
- Provide advice, information (MI) and data that is up to date, accurate and timely
- Maintain an accurate and up to date supporting Factbase which meets Customer information requirements
- Propose remedial action for areas where performance is reported to be below agreed standard (if not resolved at Annex level)
- Ensure the CASP/ISP accurately represents the current status of the Delivery Agent Programme of Work

Explain and justify Delivery Agent capacity or capability issues, which cannot be resolved through internal management action, with the CASP/ISP Owner for resolution in a timely manner

Intelligent Customer Delivery Agent Counterparts: Annex Owner



**Delivery Agent
Counterpart to
Annex Owner**

Required to:

Manage delivery of the Annex level Programme of Work on behalf of the Delivery Agent, operating within approvals and any delegated authority granted within the Annex

- Veer and haul within delegated limits and propose potential Customer actions outside delegated limits
- Manage in scope dependencies, including on other Delivery Agents, identified within the CASP/ISP Annex
- Enact changes within delegated limits (as set out in the CASP/ISP Annex) and propose to the Customer potential changes which fall outside delegated limits

Support the planning process by assisting the Annex Owner to develop a taut, realistic and viable CASP/ISP Annex and associated metrics, for inclusion in the CASP/ISP

Support the performance management and change management processes

- Represent the Delivery Agent at Annex level performance assessment meetings with the Customer
- Provide advice, information (MI) and data that is up to date, accurate and timely
- Maintain an accurate, up to date and suitably assured supporting Factbase which meets Customer information requirements
- Propose remedial action for areas where performance is reported to be below agreed standard, and implement resulting agreed actions
- Support change management activities, such as Quick Looks, and ensure the CASP/ISP Annex accurately represents the current delivery status
- Maintain configuration control of supporting artefacts

Intelligent Customer Delivery Agent Counterparts: Annex Manager



**Delivery Agent
Counterpart to
Task Order
Manager**

Required to:

Manage the Task Order level Programme of Work on behalf of the Task Order Manager

- Veer and haul within delegated limits and propose potential Customer actions outside delegated limits
- Manage in scope dependencies, including on other Delivery Agents, identified within the Task Order
- Enact changes within delegated limits (as set out in the CASPISP Annex/ Task Order) and propose to the Customer potential changes which fall outside delegated limits

Support the performance management and change management processes

- Attend Annex level performance assessment meetings with the Customer
- Provide advice, information (MI) and data that is up to date, accurate and timely
- Maintain an accurate, up to date and suitably assured supporting Factbase which meets Customer information requirements
- Propose remedial action for areas where performance is reported to be below agreed standard, and implement resulting agreed actions
- Support change management activities, such as Quick Looks, and ensure the CASP/ISP Task Order accurately represents the current delivery status
- Maintain configuration control of supporting artefacts

Acquisition System Handbook: Terminology

Accountable	An individual/organisation that is answerable for an output/activity. Accountability cannot be delegated, unlike responsibility.
Acquisition System	A set of interfacing activities with clearly defined roles, responsibilities and accountabilities which contribute to the acquisition of equipment and logistics support.
Acquisition System Authority	An acquisition specific role established within Head Office responsible for overseeing the implementation and continuous improvement of the Acquisition System.
Bespoke Trading Entity (BTE)	The organisational construct to which the functions of DE&S was transferred on 1 April 2014. This is an Arms Length Body “owned” by the Secretary of State for Defence.
CADMID	The standard project lifecycle for equipment projects; the phases are: Concept, Assessment, Demonstration, Manufacture, In-Service, and Disposal. The equivalent cycle for services is CADMIT, in which the T stands for Termination.
Command Acquisition Support Plan (CASP)	The agreement between the Commands (and Strategic Programmes) and DE&S, setting out the Commands delivery requirements of DE&S. Comprises: <ul style="list-style-type: none"> ▪ Main Document – detailed most salient parts of the commitment. ▪ Annexes – provide comprehensive reference documents for the ESL&S POW. ▪ CASP Handbook – repository for ‘static’ reference information.
CASP Owner	Accountable for developing and agreeing the CASP with DE&S.
CASP Manager	Responsible for the day to day oversight and management of the CASP.
CASP Annex	Provide the comprehensive reference documents for the ESL&S POW and the Command’s obligations. Will include Task Orders that capture specific tasking information as part of the Annex.
CASP Annex Owner	Responsible for ownership of discrete component of the overall POW. Accountable for developing the component and managing/reporting delivery.
CASP Annex Manager	Responsible for the day to day management of the Annex Plan and sub components.
CASP Handbook	Repository for ‘static’ reference information that supplements the Main Document, including subjects such as Governance, Review, Reporting and Responsibilities.
Capability Coherence Authority	Responsible for ensuring decisions taken by delegated authorities are aligned with the overall strategic direction of the Defence programme and, when taken together, maintain balance and coherence in the future force structure and are affordable.
Customer	The organisations that are accountable for setting the requirement for acquisition related products and services from industry through the ‘delivery agent’ and accepting them into service.
Customer Voice	A unified view of the Commands and Strategic Programmes perspectives of how DE&S has delivered what they require.
Decision Support Pack	Captures the strategic context for planned activity and available resources and should be the mechanism for capturing senior (3*) “top down” direction on priorities, risks and opportunities.
Delivery Agent	The organisations (DE&S and ISS) that support the planning process and manage industry for the delivery of products and services for the Customer.
DE&S Corporate Plan	The agreement between DE&S and Head Office setting out how DE&S will be structured and resourced to deliver against the requirements placed on it.
Defence Authority for	Role delegated from PUS and accountable for overall governance of the

Acquisition System Handbook
Version 1.0 (17 July 2014)

Acquisition System	Acquisition System.
Framework Agreement	The formal document that codifies the governance arrangements between the entity and owner including outlining the freedoms granted by Treasury.
Intelligent Customer	A customer that has a clear understanding and knowledge of their requirements and the products or services being supplied in response, including the collaborative management of their supply, as well as the ability to use those products or safely and effectively.
Information Service Plan (ISP)	The agreement between the Commands (and Strategic Programmes) and ISS, setting out the Commands delivery requirements of ISS.
Lead Command	The Command appointed as responsible for pan-Command planning, delivery and generation of a capability.
(DE&S) Owner	The Minister with day to day responsibility for DE&S.
Owner's Council	Body which will support the ministerial owner in holding to account DE&S.
Programme Approval Gate	Point at which formal approval is given by the Command for a new programme to enter the Concept Phase.
Programme of Work (POW)	All planned activities (subject to a change control process) to be carried out by the identified organisation or by industry.
Responsible	An individual/organisation, with appropriate authority, that is expected to deliver an output/activity. Responsibility can be delegated as long as this is formally recorded.
Role Profile	Associated responsibilities and activities, purposefully grouped together to be performed by (an) individual(s). Typically these will fit within one specific Skill Domain/Function but some may require skills from multiple skill domains. An individual job holder can perform more than one role profile.
Task Orders	Form the detailed content within a CASP Annex and capture the specifics of a particular task to be placed on DE&S and include identifying scope of work, required outputs, outcomes, milestones and financial profiles. A CASP Annex may include several Task Orders.