

# **DFDB MIS MVP – Summary Statement of Requirement**

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## **Background**

The Ministry of Defence has had incentivisation initiatives in support of ideas management for over 30 years, during that time significant benefits have been realised because of ideas presented by our personnel.

Prior to April 1996 several different initiatives operated independently from each other, in April 1996 the Defence Ideas Scheme – GEMS was launched as the single Departmental Suggestion Scheme to recognise and reward the value of individual contribution. Between 2010 and 2012 this single approach was reviewed and digitised with the launch of GEMS Online in support of a smaller cadre of Defence personnel responsible for the triage and processing of submitted ideas.

In the Murrin report on Defence Innovation in 2017, the need for effective idea management was high-lighted, against this observation the GEMS Scheme was brought under the management and control of the Defence Innovation Unit.

Using the lessons and evidence generated by the GEMS Scheme since 1996, and similar from other activities falling within the Ideas Management sphere, that have been utilised throughout the Department, it is envisioned that a corporate idea management strategy should be articulated, along with a supporting Digital Solution to administer the approach on a day-to-day basis, and that this would be delivered and lead by the Defence Innovation Unit as a supporting element of the Innovation Initiative.

## ***Document Purpose***

This document describes the high-level statement of requirement for the capability required to support a corporate idea management strategy and is the basis for expressions of interest from potential suppliers and/or partners.

## **General Description**

### ***Introduction***

Currently the Department's approach to idea management is fragmented and applied in a manner that means there is no visibility of the contribution of employees, which submissions are implemented, or ability to effectively track and report the full benefits of harnessing the innovative ability of our employees.

Since the GEMS Scheme was launched in April 1996, it has delivered considerable benefit to MoD – both in capability and financial savings. However, over the last 22 years' engagement by the business and consequently individual members of staff fluctuates, generally with senior management personal commitment and support.

This has driven a behavioural change and created an environment in which, approaches to idea management created or managed from outside the immediate area (normally a 2\* led business unit) are less likely to be fully supported. This causes delays and frustrations, particularly for those individuals who have engaged in good faith that their contribution will be fairly and objectively assessed. This has also led to a situation where many new requests for feedback, ideas or staff contribution are now handled on an ad-hoc basis, usually through a group or multi-user mailboxes, and as such, remove the ability for a corporate view of activity and benefits.

With the inclusion of a specific Innovation strand in the SDSR 2015 there has been an increased focus on the need to drive innovation, both internally and externally. It has been recognised that an effective means of harnessing internal innovation is by collaboration solutions that are based firmly within, the remit of Idea Management and Knowledge Management. These solutions offer capability that both provides and supports activity to focus efforts and energy on specific problems and challenges, whilst enabling wider freeform open innovation from employees. This need and

understanding have resulted in requests for a change to the GEMS Scheme. In summary this would require a repositioning and redesign of the GEMS Scheme, and a change in the supporting administration solution, to a solution that provides the following high-level capability:

- **Challenge and Response**
  - o The means for the Department to identify topics of interest, enable collaboration and support wider engagement in support of innovation and idea management.
- **Capture and Assess**
  - o How ideas are captured, reviewed, developed and triaged for formal evaluation and how feedback is provided for originators and those individuals with a direct/indirect interest.
- **Implement and Recognise**
  - o How supported ideas are tracked through Implementation, benefit realisation and how those individuals directly responsible are recognised for their contribution.
- **Archive and Review**
  - o How we stored content for future review, analysis and re-use.

Given the wide catchment of potential members of staff who can raise suggestions or respond to specific challenges, more than one channel is required for the initial submission of suggestions; the predominate channel is to be the MOD network infrastructure, but it must still be possible for those without access to MOD connected devices to be able to engage, and track the progress of their submissions.

The intent by DIU is for the successor of GEMS to form an extended review of how best to conduct this activity, utilise industry good practice to test and prove concepts and provide a full suite of capability that is formed by the baseline user expectation of a Digital Service; Ease of use, mobile friendly interface, and open reporting.

## ***High-Level Statement of Requirement***

The solution is to provide the environment, tools and capability to enable the business to set challenges, capture feedback and ideas from internal employees and invited external organisations and individuals.

The solution should provide a transparent methodology and process for the triage, assessment, tracking and retrieval of all ideas gathered, explored and exploited via the user interface. Further the solution is to enable the full objective assessment of ideas, enable the allocation of approved reward and/or recognition, and provide a transparent feedback mechanism.

To meet governance and assurance policy, the solution must capture all relevant data and enable authorised users to retrieve, analyse and generate reports using all stored information as directed by the business.

The solution will need to be hosted in an accessible environment that meets all current and planned security considerations, the key drivers from the business in support of user engagement is that the system is simple and intuitive, providing a high level of user trust in the integrity and security of all data held.

## ***Considerations***

Suppliers/Partners looking to support the MOD in the next phase of our Ideas Management Strategy are to provide a quote and general outline of how the following high-level criteria would be met by their solution/product:

- **Contract Term.** The next phase is planned to take place over a 2-year period starting on an agreed date between the MOD and selected supplier, we have limited capacity to include an additional onboarding/deployment period prior to the formal kick-off of the 2-year period.
- **Hosting Assumptions.** Our working assumption is that the supplier would provide a hosted solution that meets our criteria to deliver a service that meets a standard in support of OFFICIAL SENSITIVE information. Access to the hosted solution would preferably be

managed via the Defence Gateway Service in order to minimise storage of Defence Personnel Data and enable internal security audit of data flow to and from the solution.

- **Expected Users.** It is expected that between 10,000 and 15,000 users will be actively involved in the next phase, but the vision is that all members of Defence should have the ability to engage and contribute – this would result in up to 165,000 potential users.
- **Workflow Design.** MOD has a good understanding of how we'd like to process ideas submitted via the solution, as this varies between; Business Units, Establishments and Top Level Budget Areas. It is essential that an intuitive interface with accessible training is available, initially the expectation is that some form of face-to-face consultancy and/or training would be made to targeted groups of users.
- **Training.** Experience from previous solutions and pilots suggest that we would require a hybrid of; online, face-to-face, accessible user material and train the trainer style training.
- **Data Migration.** MOD has a rich dataset from other approaches currently in use, our vision is to provide a single solution that can be used in many ways to support our Ideas Management Vision. To achieve this, we would need the capability to import data from existing sources; e.g. SQL Server, Excel Spreadsheets, Microsoft Access Databases, etc.