



Strategic
Command

Contract Number: 702061450

Training Needs Analysis of the Modelling & Simulation
discipline across Defence

Managed Learning Service

PSGW01775

This contract is made between the Secretary of State for Defence represented by the Ministry of Defence, acting as part of the Crown ("The Authority")

AND

Capita Business Services Ltd. ("The Supplier") having his main or registered address at 65 Gresham Street, London, EC2V 7NQ, UK

("the Parties")

1. The Contractor shall provide the Services described in the Statement of Requirement, in accordance with the Conditions of Contract (as detailed in Framework Schedule 4 – Order Form and Call-Off Terms for the Managed Learning Service dated 04 July 2017 – to the Framework Agreement entered into between the Authority and the Supplier on RM3822), the firm prices attached and the Contractor's Work Order (WO) reference PSGW01775 dated 03/11/2021.
2. The Contract shall come into effect on 10/11/2021 until 31/03/2022.
3. Except where there is prior written approval from the Contracts Branch no payment shall be made for work performed which is outside the scope or period of the Contract.
4. If there is a conflict between the documents described in Item 1 above, the order of precedence shall be:

1. Work Order PSGW01775 dated 03/11/2021
2. Statement of Requirement at Schedule 1
3. Conditions of Contract (as detailed in Framework Schedule 4 – Order Form and Call-Off Terms for the Managed Learning Service dated 4th July 2017 to the Framework Agreement entered into between the Authority and the Supplier on RM3822)

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Schedule 1

STATEMENT OF REQUIREMENT

DETERMINING THE TRAINING NEEDS ASSOCIATED WITH THE MODELLING & SIMULATION (M&S) DISCIPLINE ACROSS DEFENCE

Background

1. JSP 939 Defence Policy for Modelling & Simulation¹ (M&S) provides direction for Defence for M&S matters. Its aim is VfM for Defence through M&S technical coherence both internally and externally with Allies and OGDs. The Defence Modelling and Simulation Coherence (DMaSC) team and approach has been created to promote and deliver this policy.
2. The 2* Defence Modelling and Simulation Governance Board (DMaSGB) has been established to address any pan-Defence M&S issues; including the lack of M&S Suitably Qualified and Experienced Personnel (SQEP). Experience has shown that the lack of SQEP adversely affects the performance of Defence delivering M&S projects, acting as an Intelligent Customer, and exploiting M&S resources.
3. A challenge for Defence is to understand the SQEP requirements for its different organisations and agencies that acquire, operate, and utilise M&S systems. This understanding will need to cover specific types of posts, e.g. Engineers, Project Managers, Operators, Commercial Officers and at different levels of responsibility, e.g. Experts, Practitioners and the Informed in both the mil and civ workforce.

Requirement

4. This Statement of Requirement (SoR) outlines the requirement to conduct a Training Needs Analysis (TNA) to support the development of individual steady state training for M&S across Defence.
5. The supplier shall provide a TNA completed to the direction provided by JSP 822 Defence Direction and Guidance for Training and Education for endorsement by UKStratCom Cap C4ISTAR Deputy Head Joint Training & Simulation (JTS) (UKStratCom-Cap-C4ISR-DepHd JTS).

Travel

6. On-line activity should be exploited but there may be a requirement for travel to stakeholder locations which include, but are not necessarily limited to: UKStratCom, DE&S, Air Command HQ, Army HQ, Navy Command HQ, RAF Waddington, Warminster, Porton Down, and Portsmouth West. Stakeholder contact details will be provided at the initial kick-off meeting but the tender should account for all travel costs associated with all reasonable stakeholder engagements required to carry out the work.

Security Clearance

7. The conduct of the TNA requires access to material currently provided up to OFFICIAL where deemed appropriate by the Authority.

Government Furnished Information/Equipment

8. The MOD shall provide appropriate training documentation to the supplier at the start of the contract. The supplier may request any additional information.

¹ <https://www.gov.uk/government/publications/defence-policy-for-modelling-and-simulation-jsp-939>

Governance

9. UKStratCom-Cap-C4ISR-DepHd JTS will be the point of contact for the duration of the work and will form and chair a TNA Steering Group (TNASG) responsible for the endorsement of the deliverables.
10. Payment to the supplier will only be authorised upon endorsement of the deliverables by UKStratCom-Cap-C4ISR-DepHd JTS.
11. The contract will be managed through an initial start-up meeting, the monitoring of progress by fortnightly Status/Progress Reports (to be submitted to UKStratCom-Cap-C4ISR-DepHd JTS) and progress review meetings to be held as required.

Controlled Information

12. All material protectively marked OFFICIAL and above, together with 3rd party proprietary information supplied to/provided by the Authority to assist the supplier respond to this SOR and carry out the TNA Scoping Exercise should be treated as Controlled Information, and not given, transmitted or passed on to any third party without the prior written consent of the Authority.

Authority SQEP

13. UKStratCom-Cap-C4ISR-DepHd JTS will provide access to Authority SQEP as appropriate.

Supplier TNA SQEP

14. The supplier must be able to provide personnel that meet the following criteria to produce the TNA deliverables:
 - a. Must have a thorough understanding of the Defence Systems Approach to Training (DSAT)/JSP 822 and demonstrable experience in writing TNAs (Scoping Exercises and Stage 2 TNAs).
 - b. Must have a demonstrable track record of consistent on-time delivery of TNA deliverables to high standards.
 - c. Should have good engineering and project delivery knowledge, such as wider MOD and Defence, particularly pertaining to M&S with suitable justification and risk mitigation by the supplier.
 - d. Should be prepared to work in an iterative and collaborative manner, accepting and incorporating stakeholder input and feedback.
15. Suitable evidence may consist of relevant TNAs or other training analysis work, CVs and samples of work (or accessible references) where the author is clearly identified. Testimonials, where provided, must have an identifiable source (exact post and/or name and rank). They are only to be included where current contact details can be provided and the individual has given consent to be contacted by the UKStratCom-Cap-C4ISR-DepHd JTS to discuss the reference in context.
16. The supplier must provide details of any previous relevant MOD contracts completed.

Duration

17. This is anticipated to be a 6 month task with the final report delivered by 31 Mar 22.

Annexes:

- A. Detailed requirement for the delivery of the TNA.
- B. Endorsement Of Deliverables
- C. Proposed Pricing Schedule
- D. TNA Outline Information

Annex A

DETAILED REQUIREMENT FOR THE DELIVERY OF THE TNA

Deliverables

1. While the minimum requirements are outlined below, potential TNA suppliers will be assessed on the basis of their proposal to add further value in terms of versatile, cogent and thorough analysis. The Deliverables of the TNA listed below should be produced in accordance with the guidance outlined in JSP 822 Part 2 as well as any direction given either in this SoR, or in subsequent discussion with the UKStratCom-Cap-C4ISR-DepHd JTS. A proposed delivery timeframe, where C= date of contract award, is shown below. There will be flexibility over these dates depending on information available from OE suppliers and SME availability:

- a. **Deliverable 1 by C + 2 weeks: Training Support Plan (TSP).** Conduct a kick-off meeting with elements of UKStratCom-Cap-C4ISR-DepHd JTS and agree the plan and timelines for delivery to include resource allocation, timelines, as well as identify the methods by which SMEs will be engaged.
- b. **Deliverable 2 by C+6 Weeks: Scoping Exercise Report (SER).** This deliverable, the timescale estimated but to be agreed with the supplier, shall acquire as much relevant information as possible about the training requirements for the Training Target Audiences and provide justification for the potential training options which should be considered during subsequent analysis. It is expected the scope will include the following to inform Deliverable 3 below:
 - i. A Role Analysis (RA) to identify the roles that need to be trained for allowing a M&S Competence Framework (CF) to be created to cover typical Manager, Developer and Operator/Trainer Roles as proposed in Annex D;
 - ii. Identification of current M&S Training Gaps; and
 - iii. An examination of how to best provide M&S Practitioner Training noting the difficulties presented with the current solution of a 5 week residential Simulation Employment Training (SimET) course as part of an aim to make the courses appropriately accessible and flexible.
- c. **Deliverable 3 by 31 March 2022: Final TNA Report.** As per the SER, this is expected to consist of:
 - i. A RA including a M&S CF;
 - ii. Identified M&S Training Gaps; and
 - iii. Options to best deliver M&S training in an appropriately accessible and flexible manner.

Factors for Consideration by the Supplier

2. The supplier will need to consider and incorporate the following factors when devising an appropriate M&S TNA Scoping Exercise methodology so that the SER not only includes an analysis of their implications, but also recommends training solution options for further analysis which have sufficient flexibility and agility to accommodate them.

Training Target Audience

3. For the purposes of this TNA, the Training Target Audience will include all Defence Military and Civilian Staff where M&S is included in their Job Description within the following organizations: FLCs, DE&S, Dstl and Defence Intelligence (DI). These chosen organisations are judged to be sufficient to cover all roles included.

Definitions

4. Definitions used for describing the deliverable are:

- a. **Must/shall.** Failure to comply with this requirement will result in the deliverable failing to be endorsed.
- b. **Should/could.** It is strongly recommended that this is included. Any other method or approach will be considered, provided it achieves the outlined aim to the TNASG's satisfaction.
- c. **May.** This may be included if it adds value to the final report.

Governance

5. The TNASG will oversee the endorsement of any deliverables with UKStratCom-Cap-C4ISR-DepHd JTS (TNASG Chair) the point of contact for the duration of the work.

6. Other representatives or bodies may be invited by UKStratCom-Cap-C4ISR-DepHd JTS as required.

Required Content

7. All deliverables under this requirement will be subject to review and acceptance by the TNASG.

8. Training Establishment course managers are stakeholders in the TNA Scoping Exercise and should be consulted during its production in addition to the TNASG membership:

9. All documents produced must demonstrate that they have been subject to an internal quality review process prior to issue. This must be completed by providing evidence of the outcome of the review process in addition to sign-off on the front cover.

10. All documents produced shall maintain the same numbering system (in line with guidance in JSP 822) as used within the prior deliverable to allow cross referencing between deliverables and tracking of tasks within the Role Performance Statement through to their final Training Objective.

11. The supplier shall warrant all documents, evidence and pictures provided in support of the deliverables will become Crown property, entirely free for use by the UKStratCom-Cap-C4ISR-DepHd JTS for further use in any downstream activities of the procurement of training. Bidders are to warrant that they will not attempt to re-sell, re-use or distribute such documents, evidence and pictures obtained or generated in the course of this task without the express permission of the Authority.

12. All deliverables must be written in plain English, with good spelling and grammar. Further they must be written using unequivocal language that states the relevant points clearly and precisely.

13. All deliverables must be supported throughout by evidence that has been clearly audited and referenced. All risks and assumptions shall be captured and formally passed to UKStratCom-Cap-C4ISR-DepHd JTS for recording within the overarching project Risk Register and Master Data Assumption List (MDAL).

14. Any alternative processes or classification systems used within the TNA process must demonstrate, to UKStratCom-Cap-C4ISR-DepHd JTS satisfaction, as being at least as effective as those defined in JSP 822 Part 2 .

Conduct of TNA

15. In order that any recommended MHC training solution options are comprehensive, offer optimal value for money, and are delivered in the requisite timeframe, all TNA activity must be conducted in accordance with the following guiding principles:

a. While the TNA should pursue the methodology outlined in JSP 822 Part 2, it must be undertaken in the context of existing commitments and constraints that shall be determined and agreed during the kick-off meeting. Nugatory work, especially where there is no financial or commercial 'freedom of manoeuvre' should be minimised, albeit justified within TNA deliverables. This SoR outlines the minimum requirement and takes account of commitments and constraints at this juncture.

b. The TNA should ascertain any potential residual training gaps against existing plans and commitments. Where analysis suggests that these assumptions and constraints may not provide a comprehensive training solution that meets the requirement, the supplier should highlight gaps and recommend areas for subsequent analysis.

c. The TNA should conduct the full range of analysis in high-level DSAT/JSP 822 documentation needed to support subsequent training design activity. However, the deliverables should be tailored according to the programme and content of deliverables outlined above.

16. It is imperative that the TNA provides a detailed audit trail in order for any deliverables to be endorsed by the Subject Matter Experts as identified by UKStratCom-Cap-C4ISR-DepHd JTS. Payment is dependent on UKStratCom-Cap-C4ISR-DepHd JTS endorsement.

Annex B

ENDORSEMENT OF DELIVERABLES

1. UKStratCom-Cap-C4ISR-DepHd JTS will be called upon to endorse ALL deliverables, identifying any concerns or direction for further work back to the supplier. Each deliverable will be endorsed as a separate product and full endorsement will be conferred upon delivery of all products; endorsement of this final deliverable will reflect successful completion of the entire task.
2. A review of assumptions, risks and findings must be undertaken prior to the release of each subsequent deliverable; pursuing such an iterative approach is critical to ensuring the final output is as up-to-date and relevant as practicable.
3. The review and endorsement process runs as follows:
 - a. Each deliverable will be circulated for comment and consideration by UKStratCom-Cap-C4ISR-DepHd JTS to the TNASG.
 - b. Collated comments will be passed to the supplier for action, with a UKStratCom-Cap-C4ISR-DepHd JTS led meeting to be held no sooner than 3 working days later.
 - c. As determined by the TNASG and subject to all comments being actioned, the report can then be endorsed by UKStratCom-Cap-C4ISR-DepHd JTS.
4. If the report cannot be endorsed and requires re-work, the supplier will then submit an up-issued version for the above process of circulation and comments with another 10 working days for UKStratCom Cap C4ISTAR JTS review.
5. The report may, on occasion, be endorsed out of committee by UKStratCom-Cap-C4ISR-DepHd JTS.
6. The report may be re-submitted and reviewed as many iterations as is necessary to gain UKStratCom-Cap-C4ISR-DepHd JTS endorsement. Without endorsement, payment cannot be authorised.
7. UKStratCom-Cap-C4ISR-DepHd JTS will oversee the endorsement of any deliverables and will be the point of contact for the duration of the work.
8. Other representatives or bodies may be invited to participate as required.

Annex C

PROPOSED PRICING SCHEDULE

Miles tone	Description	%age of total contract value
1	TSP	3%
2	SER	14.5%
3	RA, GAP Analysis, TOA & TNR	82.5%

Acceptance of a request to vary the pricing schedule should not be presumed by any bidder.

Annex D

TNA Outline Information

1. Provided as an example of what should be considered for the TNA.
2. In keeping with other disciplines in Defence, it is assumed that there will be 4 levels of expertise for M&S in Defence, for example:
 - Expert
 - Practitioner
 - Supervised Practitioner
 - Informed/Awareness
3. It is also assumed that these levels of expertise are built around competences that satisfy both the 'S' and 'Q' in SQEP.
4. The NATO M&S Group (NMSG) continues to look at the M&S Competences issue and the most recent output of this work is provided in the table below. These are included here in Table 1 for illustrative purposes only but it should be noted that:
 - a. To give a very broad indication of the range of activities, 3 example types of M&S post have been used - Manager, Developer and Operator/Trainer. These may or may not be appropriate for the TNA.
 - b. Rather than the 4 levels listed above, only two levels (described as Junior and Senior) have been used but this also should be considered.

	Manager		Developer		Operator/Trainer	
	Junior	Senior	Junior	Senior	Junior	Senior
General Competencies						
Statistics and Probability						
M&S History						
M&S Terminology						
M&S Fundamentals						
M&S Domains						
M&S Applications						

M&S Life-Cycle						
M&S Related Disciplines						
M&S Related Practices & Methodologies						
M&S Organizations & Entities						
M&S In Support Of Sys. Engineering Process						
M&S Management						
M&S Standards						
Distributed Simulation Principles						
M&S Based Acquisition						
M&S/Op Req'ts For Capability Development						
M&S In Support Of CD&E						
VV&A						
Computer Assisted War Gaming						
M&S Ethics						
Future Watch & Innovation						
NATO Competencies						
NATO M&S Terminology						
NATO M&S Military Application Areas						
NATO M&S Standards						
NATO M&S Systems & Software Tools						

NATO C4I Systems & Interoperability						
NATO Organizations In The NATO M&S COI						
NATO Collective Training						
NATO Individual Training						
M&S In Support Of NATO Operations						
NATO VV&A						
NATO Computer Assisted War Gaming						

Table 1 - MSG-152 Recommended Knowledge Framework Requirement

5. Based on M&S experience in Defence, the following elements in Table 2 should also be considered for inclusion.

Competence	Description	Why Added
Distributed Simulation	More detail than just principles looking into the specific subject in more detail.	Distributed simulation is being used more as the value of it increasingly recognised.
Synthetic Environments (SEs) & Virtual Simulation	Covering terrains, 3D models, weather, hydrographics, etc.	SEs are a huge part of M&S and virtual simulations are being used more and more for defence purposes.
Image Generation and Display Systems	To cover how Image Generators process data and how such graphics are presented to the User including projectors, VR, etc.	Such a large component of M&S and needed if Defence is to become an effective Intelligent Customer.

Table 2 - NMSG proposed M&S Competences - Proposed Additions

Schedule 2
PRICING SCHEDULE

Deliverable Number	Description	Blended Day Rate (£)	Expenses per day (£)	Number of days	Date	Firm Price (£) Ex VAT
1	Training Support Plan	[Redacted]	[Redacted]	8	CA + 2 weeks	[Redacted]
2	Scoping Exercise Report	[Redacted]	[Redacted]	40	CA + 6 weeks	[Redacted]
3	Role Analysis	[Redacted]	[Redacted]	115	No later than 31 March 2022	[Redacted]
	Training GAP Analysis	[Redacted]	[Redacted]	65		[Redacted]
	Training Options Analysis and Training Needs Report	[Redacted]	[Redacted]	21		[Redacted]
						[Redacted]

Appendix - Addresses and Other Information

1. Commercial Officer

Name: Lucy Penny

Email: Lucy.Penny101@mod.gov.uk**8. Public Accounting Authority**

1. Returns under DEFCON 694 (or SC equivalent) should be sent to DBS Finance ADMT – Assets In Industry 1, Level 4 Piccadilly Gate, Store Street, Manchester, M1 2WD

☎ 44 (0) 161 233 5397

2. For all other enquiries contact DES Fin FA-AMET Policy, Level 4 Piccadilly Gate, Store Street, Manchester, M1 2WD

☎ 44 (0) 161 233 5394

2. Project Manager, Equipment Support Manager or PT Leader
(from whom technical information is available)

Name: Rubina Alangh

Email: Rubina.Alangh100@mod.gov.uk

☎ 07871844794

9. Consignment Instructions

The items are to be consigned as follows:

3. Packaging Design Authority

Organisation & point of contact:

(Where no address is shown please contact the Project Team in Box 2)

**10. Transport.** The appropriate Ministry of Defence Transport Offices are:

A. DSCOM, DE&S, DSCOM, MoD Abbey Wood, Cedar 3c, Mail Point 3351, BRISTOL BS34 8JH

Air Freight Centre

IMPORTS ☎ 030 679 81113 / 81114 Fax 0117 913 8943

EXPORTS ☎ 030 679 81113 / 81114 Fax 0117 913 8943

Surface Freight Centre

IMPORTS ☎ 030 679 81129 / 81133 / 81138 Fax 0117 913 8946

EXPORTS ☎ 030 679 81129 / 81133 / 81138 Fax 0117 913 8946

B. JSCS

JSCS Helpdesk No. 01869 256052 (select option 2, then option 3)

JSCS Fax No. 01869 256837

Users requiring an account to use the MOD Freight Collection Service should contact UKStratCom-DefSp-RAMP@mod.gov.uk in the first instance.

4. (a) Supply / Support Management Branch or Order Manager:

Branch/Name:



(b) U.I.N.

5. Drawings/Specifications are available from**11. The Invoice Paying Authority**

Ministry of Defence ☎ 0151-242-2000

DBS Finance

Walker House, Exchange Flags Fax: 0151-242-2809

Liverpool, L2 3YL

Website is:

<https://www.gov.uk/government/organisations/ministry-of-defence/about/procurement#invoice-processing>

6. Intentionally Blank

12. Forms and Documentation are available through *:

Ministry of Defence, Forms and Pubs Commodity Management

PO Box 2, Building C16, C Site

Lower Arncott

Bicester, OX25 1LP (Tel. 01869 256197 Fax: 01869 256824)

Applications via fax or email:

Leidos-FormsPublications@teamleidos.mod.uk

7. Quality Assurance Representative:

Commercial staff are reminded that all Quality Assurance requirements should be listed under the General Contract Conditions.

AQAPS and **DEF STANs** are available from UK Defence Standardization, for access to the documents and details of the helpdesk visit <http://dstan.gateway.isg-r.r.mil.uk/index.html> [intranet] or <https://www.dstan.mod.uk/> [extranet, registration needed].

*** NOTE**

1. Many **DEFCONs** and **DEFFORMs** can be obtained from the MOD Internet Site:

<https://www.aof.mod.uk/aofcontent/tactical/toolkit/index.htm>

2. If the required forms or documentation are not available on the MOD Internet site requests should be submitted through the Commercial Officer named in Section 1.