

STATEMENT OF REQUIREMENTS FOR THE PROVISION OF PROFESSIONAL SERVICES TO NAVY COMMAND PEOPLE TRANSFORMATION ANALYTICS (NCPTA)

2. PURPOSE

- 2.1 Naval Service Transformation is set out in the Command Plan published in July 2019. Amongst the objectives is a forward deployed service, under pinned by an optimised workforce delivering SQEP at the right time; a shift in the balance between shore and sea service; and a radically different headquarters structure and business processes. It requires a sustainable workforce delivered through the PRPG, which is addressing many long-term people challenges.
- 2.2 In a practical sense this translates into the following NCPTA guiding principles:
 - 2.2.1 Empowering the NS workforce to proactively manage their careers including through tools accessible by mobile devices;
 - 2.2.2 Transforming the Career Management (CM) and Branch Management (BM) functions to deliver better ways of working and significant efficiency benefits;
 - 2.2.3 Providing the ability to execute better NS people modelling scenarios to support capability decision making and workforce optimisation; and,
 - 2.2.4 Delivering a step change in people MI and data analytics across the enterprise, whether to the NEC or the CO of ship.
- 2.3 A data analytics and manpower analysis contract was placed in October 2018. The deliverables under this contract included the development of some Oracle applications including a people demand module based on the JPA position requirement of front-line units over the next 5-10 years, the Defence Statistics branch and trade forecast overlaid over operational demand (known in the NS as RNCOMM), a preliminary people 'matching' application and a cost coherence dashboard. A key issue has been delivering the business and cultural change to leverage business benefit. This has stemmed from app design and the user interface which has not been the most intuitive on the one hand, and a simple obstinacy/refusal to accept develop and change in ways of working.

3. BACKGROUND TO THE AUTHORITY

- 3.1 This work is led by the NC Headquarters, with the MOD. The purpose of Navy Command Headquarters is to set and assure Royal Navy strategy, policies and processes and to act as its primary accounting function.

4. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 4.1 The current NS MI and data analytics capability is based on a number of linked systems. OBIEE has around 3K users across the enterprise who access a varying number of JPA data fields in a strictly controlled manner for personnel management through approximately 50 dashboards which were developed and are maintained in-house. SCIO is an authority developed Oracle architecture which is hosted in the Army Data Warehouse in Andover. It uses a wide range of JPA data but mixes it with data from other sources and has been used to develop in-house applications including a system that runs the entirety of the Naval promotion systems; applications to aid CMs; and a tool called MySCIO, which is accessible to all NS personnel and enables them to view their JPA data, promotion results, job lists and interaction with CMs. The latter 2 applications will shortly be adopted by the Army and RAF. In addition, the Authority is running a people data integration programme which is

implementing people dashboards for the NEC; providing a fused data view of the submarine fighting arm; and starting to understand the capabilities offered by data science. This project is also developing an end to end people story board to better understand voluntary outflow and deliver efficiency in the training pipeline. Finally, there is also an RPA project run through Cap Gemini/Blue Prism, and a project to implement MySCIO on a mobile device through the Defence Gateway.

- 4.2 The purpose of this SOR is to further develop the tools and techniques described briefly in 3.1 into a coherent end-to-end people analytics capability to deliver the objectives in 1.2 to drive more effective business/culture change programmes and leverage benefits and efficiency. There is also a need to better align the multiplicity of projects into a more cohesive programme to remove overlap and mixed messaging; and provide skills and techniques the authority does not possess such as data science/HR analytics management, and more intuitive applications. The Authority wishes to sustain the light touch highly innovative and productive working that has resulted in some best of breed in the MOD approaches to better HR. Given the systems in use by the Authority, the tools and data analytics covered by this requirement should be deliverable in Python and/or other open source software.
- 4.3 The Authority intends to deliver change and improvement rapidly through multiple incremental (and often small) changes with the supplier, where each is focused on the rigorous analysis of need, agile product delivery and subsequent business integration and benefit realisation. This will be through a bounded tasking process. A separate task form will be used for each stage of analysis, product development and business integration as, in some cases, given the novelty of approaches a project might be terminated before all 3 stages of the tasking identified in the original SOR are completed. There is scope to deliver further functionality and greater business benefits including a requirement for a people forecasting and costing module, refinement of existing applications to consider transformational problems and provision of a business change function, each of which is considered a critical business requirement to deliver Navy Transformation and the Navy's element of the MDP.
- 4.4 This SOR contains the expected user requirements for these outputs, the project principles and identifies key dependencies. The contract will run for a period of 3 years under a Limit of Liability basis, evaluation for which will be measured against Phase 1 deliverables detailed within the KUR Milestones. It should not be implied that all KUR Milestones in Phase 1 will need to be complete before subsequent phases start.

5. DEFINITIONS AND ACRONYMS

Expression or Acronym	Meaning
ACOS	Assistant Chief of Staff
BM	Branch Manager (of a particular rank or trade)
CM	Career Manager
CP&F	Contract Purchasing & Finance
DE&S	Defence Equipment & Support
DEFCONS	Defence Conditions
DRS	Defence Recruiting System
FOUNDRY	A data integration platform
HR	Human Resources
IOC	Initial Operating Capability

IPR	Intellectual Property Rights
JPA	Joint Personnel Administration
KPIS	Key Performance Indicators
KURS	Key User Requirements
MDP	Modernising Defence Programme
MI	Management Information
MOD	Ministry of Defence
NC	Navy Command
NCPTA	Navy Command People Transformation Analytics
NEC	Navy Executive Committee
NS	Naval Service
ONS	Office for National Statistics
PCAP	People Capability
OBIEE	Oracle Business Intelligence Enterprise Exploitation
PRPG	Personnel Recovery & Growth Programme
P3M	Project, Program and Portfolio Management
RAR	Risk Assessment Reference
RNCOMM	NS tool overlaying Defence Statistics people forecasts over operational position demand
SAQ	Supplier Assurance Questionnaire
SCIO	NS Oracle Architecture hosting people applications using data in addition to JPA
SLAS	Service Level Agreements
SOR	Statement of Requirements
SOTR	Statement of Training Requirement (training demand signal)
SOS	Secretary of State
SQEP	Suitably Qualified Experienced Personnel
SR19	Spending Review 2019
TAFMIS	Training Administration and Financial Management Information System
TLB	Top Level Budget
VO	Voluntary Outflow (NS personnel who exit before completion of their engagement (contract))

6. THE REQUIREMENT

6.1 The Supplier will be required to:

6.1.1 Further develop current Python and Oracle base applications and data analytics, including position matching at the aggregate enterprise level and also that of the individual sailor connected through MySCIO; development of data analytics in Python/open source software covering VO and training optimisation; and all associated project management.

6.1.2 Deliver a high-level design(s) of the proposed full enterprise application(s) considering the full set of Phase 1 milestones including a development route map and identification of incremental steps to achieve this.

6.1.3 Be specific on how their delivery of the various milestones will contribute (as appropriate) to empowering the employee; provide data analytics evidence to support specific options to be submitted to the NEC in support of Navy's Transformation activity; and to delivery of applications and toolsets that can be used methodically and consistently across the wider Naval enterprise, to enable transformation and where appropriate, the cultural and behavioural change necessary to simplify processes and enable automation.

7. KEY USER REQUIREMENTS (KURS) MILESTONES

7.1 The Potential Provider should note the following key milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Detail	Timeframe
1	Mobilisation of Capability		Within week 1 of contract award
2	Agreement of governance arrangements and plan to enable and/or change business processes critical to delivery of the requirement	<p>This includes:</p> <ul style="list-style-type: none"> design and offer of initial project plan/milestones. identification of early governance decisions required. establishment of processes for handling arising demands and allied prioritisation. formalisation of controls regime a stakeholder management plan setting out a light touch approach project review. agreement of plan for project milestone delivery. <p><i>(it is particularly important to the Authority to sustain the innovative and agile approach that has led to the development of some defence leading applications and processes which will require close collaborative planning)</i></p>	6 weeks after contract award
3	User engagement, support, product rollout, business/culture change and benefit realisation	<p>This covers defining and implementing improved business processes to support people transformation at the corporate and individual level through each project. It includes:</p> <ul style="list-style-type: none"> providing ongoing support and training to users at and after application roll out/update including troubleshooting/issue resolution. A continuous map and appraisal of benefit realisation. Programme management support to ensure consistency of business message through change and maximisation of value from existing systems and coherence with overall aims of the Navy transformation head marks. 	Throughout Phase 1 - from 3 weeks after contract award to 51 weeks after contract award. This will be reviewed each calendar month

4	Better delivery of HR data analytics in the NS including optimisation of the newly established HR Data Centre, and advice on how to achieve democratisation of data (<i>putting appropriate data from the same sources appropriately tailored to enable decision making at all levels across the Enterprise</i>)	<p>This will include:</p> <ul style="list-style-type: none"> • delivery of a target operating model or similar to underpin the role of the HR data centre including articulation of business benefits. • development of underpinning business processes and support to the successful establishment and achievement of the operating centre's IOC. • an analysis including recommendations on how to optimise the flow of people data appropriately across the Enterprise and maximise business benefit. • a skills and resources gap analysis in delivering the sought outcomes and options for their closure (this is both in the HR data centre and broadly across the Enterprise) 	Within 20 weeks of contract award
5	Workforce Optimisation - Enterprise position matching capability delivery	<p>Build on the current position matching work to deliver an end state that will also function in Python/open source code and which will:</p> <ul style="list-style-type: none"> • deliver a 3-year global enterprise view of the availability of people to fill established roles and thus the NS ability to deliver frontline outputs (optimising SQEP and taking account of the requirement for career training and other learning and development). • enable the forecasting of training needs at Phase 3 across a 5-year timeline. • remove the duplication between the existing version of the current position matching work with the SCIO CM application such that there is an agreed single product on SCIO to be used by all CMs. • incorporate the recommendations of CMs on the beta version of the current position matching tool. • deliver assignment data which will be actioned in JPA through an existing RPA project. • Project management of KUR5. 	Within 51 weeks of contract award
6	Workflow Optimisation - delivering evidence-based decision making through data	Using the Authority's integrated people data sets (including DRS, TAFMIS, JPA, ONS) deliver in Python a data analysis of inflow,	Within 26 weeks of contract award

	analysis on reducing employee outflow/wastage and optimising the training pipeline	<p>through flow and out flow which enables judgements on whether the NS is:</p> <ul style="list-style-type: none"> • recruiting the right people • getting sufficient payback for the training it invests in people • optimising training. • able to take a more proactive approach to the use of Financial Retention Incentives. • can usefully incorporate ONS and other public data sets into supporting analysis of recruiting and outflows trends. <p><i>(Note: The KUR is intended to act as pathfinder for the use of sophisticated data science techniques in NS HR analytics; and help inform how this capability should progress i.e. could be scaled across the organisation)</i></p>	
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(Additional KUR's may be added to this list depending on the progress of the project)

8. AUTHORITY'S RESPONSIBILITIES

8.1 The Lead Customer (Authority) will be ACOS People Capability on behalf of ACNS People Transformation who is SRO for the Navy People Transformation Programme. They will be assisted in reviewing progress by representatives from Workforce, Capability, Resource Plans, Finance and Commercial areas. All related business areas will be available for interview and discussion to enable the activity to progress in line with the above programme. The Authority will make available all data necessary to complete the task, the requisite IT hardware and software, RPA, and all security and data protection accreditation.

8.2 Office accommodation and access to the information and systems will be provided as required. The Supplier will be provided with MOD laptops and MODweb accounts to enable execution of the tasking.

8.3 The Authority is responsible for providing to the Supplier the relevant data and policy direction to provide guidance and advice on delivering key milestones.

9. REPORTING

9.1 There will be formal 2-weekly progress reviews of the programme to review progress and sign off against milestones, and ad hoc reporting as required. The Supplier will develop a reporting template/agenda, to be agreed with the Authority.

10. CONTINUOUS IMPROVEMENT

10.1 The Supplier will be expected to continually improve the way in which the required services are to be delivered through the contract duration.

10.2 The Supplier should present new ways of working where necessary to the Authority following the periodic charter reviews after a clear assessment of deliverables has been conducted.

10.3 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

11. QUALITY

11.1 The Supplier will be subject to periodic Contract Management review whereby it will be expected the Supplier to maintain a quality of deliverable to the Authority's satisfaction.

12. STAFF AND CUSTOMER SERVICE

12.1 The Authority requires the Supplier to provide a sufficient level of resource through the duration of the Contract to consistently deliver a quality service to all Parties.

12.2 Potential Provider's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract.

13. SERVICE LEVELS AND PERFORMANCE

13.1 The Authority will measure the quality of the Supplier's delivery by:

KPI/SLA	Service Area	KPI/SLA Description	Target
1	Tasking Process	5-day response times after issue of Tasking request by the Authority	90%
2	Programme/Project Management	Delivery of effective Project and Programme when tasked	100%
3	Project Review	Delivery of verbal report at quarterly review meetings	100%
4	Supplier Personnel	Suitably skilled and experienced personnel are deployed to the tasking	100%

14. SECURITY REQUIREMENTS AND CONFIDENTIALITY REQUIREMENTS

14.1 The Supplier will comply with relevant Defence policies and procedures, including those relating to security and working within NC Headquarters, as specified in the MOD DEFCONs in the Contract document Terms and Conditions and relevant Policy and Guidance.

14.2 All personnel assigned to this Contract **must** have SC clearance as a minimum at the point of award. This **must** be retained throughout the Contract duration.

14.3 Any data to be processed on behalf of the MOD must be done so within the UK with prior approval from the Authority. Personal data is not to be exported from systems within the MOD data systems boundary.

14.4 Suppliers will require List X accreditation.

14.5 The Supplier is required to complete an SAQ to demonstrate compliance to MOD Cyber Security procedures.

14.6 To register and to complete an SAQ, bidders should follow this link:

<https://supplier-cyber-protection.service.gov.uk>

14.7 The associated RAR for this requirement is:

14.8 The SAQ will assess if the Supplier's internal system and processes are at an appropriate level that the Authority is able to provide the Supplier with information electronically under this specific contract.

14.9 If the SAQ is considered to be non-compliant, the winning Supplier can provide a Cyber Implementation Plan to indicate how and by when they intend to meet the levels required for compliance each of the individual requirements/controls associated with the risk profile.

15. PAYMENT AND INVOICING

15.1 Payment will be made once the Authority has accepted delivery of successfully completed KUR Milestone tasks.

15.2 Before payment can be considered, each invoice must include a detailed itemised breakdown of work completed and the associated costs.

15.3 Agreed and approved payments will be made via the MOD's CP&F online payment system.

16. BASE LOCATION

16.1 The base location of where the Services will be carried out is MOD and Naval establishments in the Portsmouth area. T&S will not be paid for Supplier Personnel deployed to the Portsmouth area. It is anticipated that there will be a requirement for Supplier Personnel to visit other MOD and Naval establishments in the United Kingdom. These visits will be authorised and arranged by the Authority as required.

17. ANNEXES

17.1 The following Annexes will form part of the contract:

- Annex A - Tasking Order Form for Contract 700007881
- Annex B - DEFFORM 94 (Edn 08/18) - Confidentiality Agreement for Contract 700007881
- Annex C - DEFFORM 532 (Edn 05/18) - Personal Data Particulars for Contract 700007881
- Annex D - DEFFORM 539A (Edn 08/13) – Tenderer's Commercially Sensitive Information Form for Contract 700007881
- Annex E - Non-Disclosure Agreement for 700007881
- Annex F - Personal Data Aspects Letter for Contract 70007881
- Annex G - Security Aspects Letter for Contract 700007881