STATEMENT OF REQUIREMENT (SOR)

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| Introduction  Purpose  Benchmarking tool as part of Business as Usual (BAU) data analysis for TEAMWORK.   |
| Background TEAMWORK is the Army’s Cultural Transformation Programme; it is a top-down, bottom-up approach to improving the Army’s single greatest asset: its people. TEAMWORK aims to ensure that the whole force; regular and reserve military personnel, civil servants, and contractors, are unified in their purpose to fight and win wars on land. TEAMWORK is aligned to Strategic Objective 4.0 (Transform the way we train and Operate) and ExCo Objective 4.1 (Deliver a Winning Culture). TEAMWORK originated in 2020 to focus largely on inappropriate behaviours and Diversity & Inclusion. In 2022 it developed further into a wider Cultural Transformation Programme delivered by DPers on behalf of CGS and assured by DCGS and the PPO Committee. The results of TEAMWORK and the overarching Campaign Plan are directly reported to the Secretary of State, HCDC, MinLords and MinDPV&SF. Because of this, TEAMWORK must be measurable to first show progress; second, to show a willingness to change. There is a risk that we could be accused of “marking our own homework” with our current data analysis sets, as they are not benchmarked against wider society. The expectations of the Nation are shaped by societal norms and, in recent years, the Army has appeared unable to keep up. In particular, movements such as Black Lives Matter, Everyone’s Invited, and #MeToo, have all contributed to an acceleration in the requirement to assess and evolve our culture. These, coupled with the Wigston Report (2019), the Gray Review (2020), the Atherton Report (2021), and the Cultural Audit (2022), have exposed significant issues in the Army’s organisational culture. Strategically, this has been reputationally damaging, with many commentators relating the Army’s culture to that of the Met Police, the London Fire Brigade, and many other public organisations with seemingly poor cultures. However, what these do not necessarily take into account are the aspects of our culture that are both relatable to wider society or better than wider society. Our current data sets do not allow us to benchmark this against our partners in industry across the UK. By benchmarking, we can therefore gather the full picture of current cultural health of our organisation. Strategically this is important. First, it proves to the Nation (through Ministerial assurance) that we take our organisational culture seriously. Second, it highlights to our people that we are willing to take their opinions seriously through external analysis, rather than internal biases. Third, it builds a multi-domain network across industry, in line with the Integrated Review, the Defence Command Paper, and the Defence and Security Industrial Strategy, that allows us to share good practice and  |

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| identify key strengths and weaknesses. This initiative is also being closely followed by those in 5Eyes community which the TEAMWORK team works closely with.   |
| Objectives  The delivery of a data analysis tool that can benchmark the Army’s organisational culture against the most progressive workplaces in the UK.   |
| Scope  What is included:  A single survey that measures the “culture” of the British Army and benchmarks it against the most progressive workplaces in the UK.  Rapid analysis (24-48hrs) of 100,000 responses.  Flexible survey window.  Adjustable aspects of survey.  Unlimited pulse surveys for areas or micro-organisations of concern.  Unlimited, intuitive access to analysis.  Multiple forms of downloadable results.  Post survey support, including advice and guidance on mechanisms to improve cultural decay.  Potential to be accredited as a progressive workplace specifically for culture – accreditation must be widely recognised and publishable in popular media.  A provider that has global reach to identify worldwide trends, if required.  Security of raw data in line with ISO 27001 and ISO 9001.  What is excluded.  Nil   |
| Requirements  Mandatory and minimum requirement Single survey with rapid analysis and feedback that benchmarks the organisation to the most progressive workplaces in the UK.  Essential requirements User-friendly for survey participant. User-friendly and intuitive access for administrators and managers. Security of raw data and analysis. Unlimited pulse surveys.  |

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| Analysis of data and advice post-results.  Must haves Global reach to identify worldwide trends. Accreditation, if achieved.  Could haves Access to raw data, if required.  Start and completion dates 4 May 24 – 29 Sept 24  Timescales Survey completed within 3 months.  Key decision points 01 May 24 – date of delivery. 31 July 24 – date of closure.  Acceptance process Any issues with delivery and direction of the survey will be highlighted prior to survey window. SHEF considerations No physical access to MOD property unless invited to do so. If invited, all attendees will be escorted.  Classification Official Sensitive Personal   |
| Outputs/deliverables/milestones  Location of the work Online. Follow-up sessions may be in person, but location is TBC.  Who will own the output (IP detailed below), Supplier will own the raw data. MOD will own the analysis. No personal data will be taken with the exception of non-attributable demographic data such as age and gender, but these are self-selecting by the individual.  Who is responsible for transport/costs N/A.  Technical support, maintenance, training packages, packaging Supplier provides any technical support.  The specific format of the deliverable Downloadable analysis in multiple forms (excel, pdf, etc).  Acceptance Any issues with delivery and direction of the survey will be highlighted prior to survey window.     |
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| Intellectual Property (IP) Rights  British Army will own the IPR of the analysis.  To protect anonymity of survey respondents, supplier will own the IPR of the raw data. Request for access may be considered.   |
| Government Furnished Supplies Non-applicable.   |
| Approach (optional and only in exceptional circumstances) Non-applicable.   |
|  Payment  Payment will be made monthly in arrears through CP&F.   |
| Contract management arrangements  Project sponsor will manage this procurement.   |
| End of contract/Exit strategy  Utility of contract will be assessed on an annual basis.  Following assessment, re-contracting will be considered but not compulsory.   |