



CONTENTS

1.	PURPOSE.....	2
2.	BACKGROUND TO THE CONTRACTING AUTHORITY.....	2
3.	BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT	2
4.	DEFINITIONS.....	5
5.	SCOPE OF REQUIREMENT.....	5
6.	THE REQUIREMENT.....	5
7.	KEY MILESTONES	7
8.	AUTHORITY'S RESPONSIBILITIES	8
9.	REPORTING	8
10.	VOLUMES.....	8
11.	CONTINUOUS IMPROVEMENT	8
12.	SUSTAINABILITY	8
13.	QUALITY.....	8
14.	PRICE	8
15.	STAFF AND CUSTOMER SERVICE.....	9
16.	SERVICE LEVELS AND PERFORMANCE	9
17.	SECURITY REQUIREMENTS.....	10
18.	INTELLECTUAL PROPERTY RIGHTS (IPR)	10
19.	PAYMENT	10
20.	ADDITIONAL INFORMATION	10
21.	LOCATION.....	10

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1. PURPOSE

- 1.1 The Authority is seeking a Potential Provider to implement a series of assessments as part of the programme to monitor progress and performance over time, as well as accrediting the package of learning.
- 1.2 The Authority are seeking these services for a number of reasons:
 - 1.2.1 To benchmark the suite of training and learning against external standards;
 - 1.2.2 To gather feedback on the programme and further develop the offer;
 - 1.2.3 To provide assurance that interns are meeting the professional standard upon completion;
 - 1.2.4 To develop individuals from intern level to junior level and ultimately senior level.
- 1.3 The term of this contract shall be two (2) years commencing in September 2018 and expiring in September 2020.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The Home Office is the lead government department for immigration and passports, drug policy, crime, fire, counter-terrorism and police.
- 2.2 The Home Office's priorities are to prevent terrorism, cut crime, control immigration, promote growth and transform the department.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 The User Research Internship programme was born in 2015 with the sole aim of creating and maintaining a stream of talent to build and support our digital services, now and in the future. The programme has brought about financial savings for the Authority by reducing reliance on external suppliers. The User Research Internship Programme was established to develop and sustain in-house capability.
- 3.2 The Authority currently offers a programme of training and support run by both internal staff and external providers. The delivery methods range from face to face workshops to self-study, on-the-job learning and formal exams. Interns also take the lead on a charity project.
- 3.3 Accreditation is an internationally recognised seal of approval which will send powerful messages to prospective applicants, university course leaders and internal stakeholders that we are committed to workforce development and confident that our programme can stand up to external scrutiny.
- 3.4 The learning objectives for the interns are as follows:
 - 3.4.1

Planning and Managing Research



Learning Objectives:

- Understand the role of ethics within the user research profession and apply that knowledge to the research process;
- Understand and follow administrative procedures involved in conducting research;
- Understand the role of preparatory materials such as study plans and session guides and use them in research;
- Understand a range of methods to recruit a representative sample of users;
- Understand how to include people with a range of disabilities and access needs in research.

Assessment criteria:

- Demonstrate an understanding of how to define a target user population;
- Recruit the right users;
- Show an understanding of different methods of recruiting participants for research;
- Critically evaluate different routes;
- Demonstrate skill in the logistical planning and running of research

3.4.2

Facilitating in-depth Interviews

Learning Objectives:

- Understand a range of basic interviewing and qualitative techniques relevant to the interview process.

Assessment criteria:

- External training with built in assessment;
- 40-50 hours of research.

3.4.3

Usability Testing

Learning Objectives:

- Understand a range of basic techniques relevant to the usability testing process.

Assessment criteria:

- Think aloud protocol;
- Retrospective review;
- Critical analysis of different techniques;
- Reflective professional practice;
- 40-50 hours of research.

3.4.4 Analysing research.



3.4.5

Leadership

Learning Objectives:

- Understand how to read and influence teams and meetings and how to manage group dynamics;
- Become a more confident presenter and a capable networker;
- Understand what is expected of design leaders in different organisations and sectors;
- Understand how to use research evidence to positively influence design decisions and wider decision making;
- Learn how to assess your impact on others.

Assessment criteria:

- Demonstrates a range of methods of communicating research to different audiences;
- Critically evaluates different methods;
- Completion of external training.

3.4.6

Agile Software Development Principles

Learning Objectives:

- Understand and apply the principles and practices of agile software development.

Assessment criteria:

- Apply a thorough understanding of Agile principles and specific practices;
- Analyse existing problems with the team, development process and wider organization;
- External training with built in assessment;
- Select the most appropriate way to improve results for a specific circumstance or need;
- Judge and craft appropriate adaptations to existing practices or processes depending upon analysis of typical problems;
- Evaluate likely successes and formulate plans to manage likely risks or problems.

3.5 So far, three cohorts have graduated from the User Research programme, with the fourth underway. The Authority's intake for the 2018 programme is set to increase, taking on 9 interns. We expect the intake to be of a similar size in 2019. The Authority begin recruitment in April with a start date in September each year.

3.6 Interns are expected to have a good level of prior knowledge gained through a graduate degree in Human-Computer Interaction or Digital Anthropology or equivalent industry experience.



- 3.7 By the end of the programme we expect interns not just to show that they understand different research techniques but that they can competently apply them on projects.

4. DEFINITIONS

Expression or Acronym	Definition
HODDaT	Means Home Office Digital, Data and Technology.
Digital Internship Lead	Refers to the Home Office employee responsible for the Digital Internship Programme at any time.
SC Clearance	Determines that a person's character and personal circumstances are such that they can be trusted to work in a position which involves long-term, frequent and uncontrolled access to SECRET assets.
UX Environment	User Experience Environment

5. SCOPE OF REQUIREMENT

- 5.1 The Authority is seeking a Potential Provider to implement a series of assessments as part of the programme to monitor progress and performance over time, as well as accrediting the package of learning.
- 5.2 The requirement is broken into three activities;
- 5.2.1 Activity 1 – Assessment
- 5.2.1.1 Conduct a detailed assessment of the User Research Internship programme and provide recommendations of changes.
- 5.2.2 Activity 2 – Accreditation
- 5.2.2.1 Provide accredited status to the User Research Internship programme learning package, agreeing a suitable qualification award.
- 5.2.2.2 Work with the Authority to develop progress check points at bi-monthly intervals and an end of programme assessment.
- 5.2.3 Activity 3 – Training
- 5.2.3.1 Work with the Authority to design and deliver formal training in Agile Principles and Delivery.

6. THE REQUIREMENT

- 6.1 The requirement is broken into three activities.
- 6.1.1 **Activity 1 - Assessment;**
- 6.1.1.1 Conduct a detailed assessment of the User Research Internship programme.
- 6.1.1.2 Provide a set of recommendations of changes to be carried out to improve the programme.
- 6.1.2 **Activity 2 - Accreditation;**



- 6.1.2.1 Provide accredited status to the User Research Internship programme learning package, agreeing a suitable qualification award.
- 6.1.2.2 Work with the Authority to develop progress check points at bi-monthly intervals and an end of programme assessment.
- 6.1.2.3 The End of Programme Assessment must take in to consideration:
 - (a) The successful completion of the training.
 - (b) The planning of research.
 - (c) The quality of data collection in interviews and usability testing.
 - (d) The analysis of research findings.
 - (e) This end of programme assessment should carry a clearly defined pass or fail mark.

6.2 **Activity 3 - Training;**

- 6.2.1 Work with the Authority to design and deliver formal training in Agile Principles and Delivery.
- 6.2.2 The Authority reserves the right not to proceed with all or any individual tasks within Activity 3 that the Potential Provider costs for. The decision on whether to exercise an option to take up these tasks within Activity 3 from the Potential Provider will lie solely with the Authority and will be subject to the Authority's assessment of business need.
- 6.2.3 Self-study workbook and Assessment
 - 6.2.3.1 The syllabus should provide an in-depth look at Agile and its application. A self-study workbook, in which the interns can spend approximately 1 day a week for a period of 9 months, is preferred.
 - 6.2.3.2 The Potential Provider must issue an assessment upon completion of the workbook to test the intern's knowledge, the format of this assessment is open for discussion. The assessment should carry a pass or fail mark.
 - 6.2.3.3 The training should enable interns to apply Agile principles to their own projects, establishing deeper roots with a greater chance of delivering results. Initially, this training will be delivered to our User Research Interns, however there is an opportunity for this to be adopted by all HO Digital Interns in the future.
- 6.2.4 Qualitative Interviewing
 - 6.2.4.1 Work with the Authority to design and deliver formal training in Qualitative Interviewing.



- 6.2.4.2 This should consist of 3 formal training sessions taking place at 3 month intervals. The training will be delivered by the Potential Provider at a central London location.
- 6.2.4.3 During the training sessions, interns should be taught the essential techniques and behaviours that underpin effective interviewing and be given the opportunity to put these in to practise. The Interns’ interviewing skills should be reviewed and monitored for progression. This training will be delivered to User Research Interns only.
- 6.2.5 Usability Testing
 - 6.2.5.1 Work with the Authority to design and deliver formal training in Usability Testing. This should consist of 3 formal training sessions taking place at 3 month intervals.
 - 6.2.5.2 The training will be delivered by the Potential Provider at a central London location.
 - 6.2.5.3 During the training sessions, interns should be taught the essential techniques and behaviours that underpin effective usability testing and be given the opportunity to put these in to practise. The Interns’ skills should be reviewed and monitored for progression. This training will be delivered to User Research Interns only.
- 6.2.6 Design Leadership
 - 6.2.6.1 Work with the Authority to design and deliver formal training in Design Leadership.
 - 6.2.6.2 This should consist of 4 formal workshops teaching skills on influencing, managing group dynamics, presenting to an audience and leading in a UX environment. The training will be delivered by the potential provider at a central London location, which can be agreed with the Authority upon Award. The programme should offer an element of networking between a variety of organisations.

7. KEY MILESTONES

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

Milestone	Description	Timeframe
1	Potential Provider to share a detailed assessment of the programme with the Authority.	Within 8 weeks of Contract Award
2	The Authority to make necessary changes to the programme to meet the recommendations	Within 16 weeks of Contract Award
3	Agree a qualification for the User Research Internship programme	Within 28 weeks of Contract Award

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4	Provide knowledge check points and an end of programme assessment with clearly defined pass or fail marks	Within 28 weeks of Contract Award
5	Provide the design for all four areas of training for discussion and approval	Within 32 weeks of Contract Award
6	Delivery of all four aspects of training	Within 92 weeks of Contract Award

7.2 The Potential Provider shall ensure that each version of the Implementation Plan is subject to approval.

7.3 The Potential Provider shall ensure that the Implementation Plan is maintained and updated on a regular basis.

7.4 The Potential Provider shall perform its obligations to achieve each milestone by the milestone date.

8. AUTHORITY'S RESPONSIBILITIES

8.1 The Authority will be required to conduct SC level clearance for the Potential Provider's employees delivering the assessment and training. SC Clearance can take up to 35 calendar days from the point of submission. Certain aspects of the assessment and training may not be able to take place until SC clearance has returned.

9. REPORTING

9.1 Not Applicable

10. VOLUMES

10.1 Not Applicable

11. CONTINUOUS IMPROVEMENT

11.1 The Potential Provider will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

11.2 The Potential Provider should present new ways of working to the Authority during monthly Contract review meetings.

11.3 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.

12. SUSTAINABILITY

12.1 The Potential Provider should take into consideration the potential for future growth in the intake of the User Research Internship programme and ensure that the service is sustainable in this instance.

13. QUALITY

13.1 Not Applicable

14. PRICE

14.1 A full breakdown of costs are to be submitted via the Appendix E excluding VAT.

14.2 The contract will be a capped price contract.

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- 14.3 The Authority reserves the right not to proceed with all or any individual tasks within Activity 3 that the Potential Provider costs for.
- 14.4 The decision on whether to exercise option to take up these tasks within Activity 3 from the Potential Provider will lie solely with the Authority and will be subject to the Authority's assessment of business need.

15. STAFF AND CUSTOMER SERVICE

- 15.1 The Authority requires the Potential Provider to provide a sufficient level of resource throughout the duration of the Provision of Consultancy for Assessment, Accreditation and Training Contract in order to consistently deliver a quality service to all Parties.
- 15.2 Potential Provider's staff assigned to the Provision of Consultancy for Assessment, Accreditation and Training Contract shall have the relevant qualifications and experience to deliver the Contract.
- 15.3 The Potential Provider shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

16. SERVICE LEVELS AND PERFORMANCE

- 16.1 The Authority will measure the quality of the Potential Provider's delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Report Delivery	Delivery of detailed assessment of the existing programme.	100%
2	Service Delivery	Adherence to key milestones and associated timings.	100%
3	Report Delivery	Delivery of a series of assessment points with a clear review process.	100%
4	Report Delivery	Delivery of the End of Programme Assessment.	100%
5	Report Delivery	Delivery of Accreditation of User Research Internship Programme Learning Package.	100%
6	Report Delivery	Appropriate qualification award agreed.	100%
7	Report Delivery	Design of all four aspects of training and delivery of those approved by the Authority.	100%
8	Service Delivery	Monthly reviews/reports of the progress of milestones 1-7, allowing the early identification of issues or delays.	98%



- 16.2 The Authority requires the Potential Provider to identify a point of contact for the duration of the contract.
- 16.3 In the event of poor performance through the failure to deliver KPIs to time and of appropriate quality, the Authority shall meet with the Potential Provider to understand the root causes of the issue.
- 16.4 If poor performance continues, following formal written warnings, early termination of the Contract will also be considered as detailed within Appendix C – Short Form Terms and Conditions – Section 16.
- 16.5 The Authority will monitor the work of the Potential Provider throughout the project through regular contact between the Potential Provider and The Authority's day-to-day contact.
- 16.6 The Authority will manage poor performance by the Potential Provider as set out in 16.3, 16.4 and 16.5.

17. SECURITY REQUIREMENTS

- 17.1 The Potential Provider's staff will be subject to standard security checks upon visiting any Government premises. This includes ID checks and personal searches.
- 17.2 The Potential Provider's personnel responsible for the delivery of training and assessment will be required to undergo appropriate security vetting (standard SC level clearance) before proceeding.
- 17.3 Personnel failing to obtain security clearance may result in personnel not being provided with access to the official documentation. Potential Providers are required to confirm that they are willing for their staff on the project to undertake this security vetting.
 - 17.3.1 More information on the requirements of SC clearance can be found here: <https://www.gov.uk/guidance/security-vetting-and-clearance>.

18. INTELLECTUAL PROPERTY RIGHTS (IPR)

- 18.1 Section 9 of Appendix C – Short Form Terms and Conditions of Services will apply.

19. PAYMENT

- 19.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 19.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 19.3 Payments will be made in milestones which shall be agreed upon contract award.
- 19.4 The address for invoices to be sent shall be provided upon award.

20. ADDITIONAL INFORMATION

- 20.1 Not Applicable

21. LOCATION

- 21.1 The Authority is based in 3 locations; Westminster, Croydon and Sheffield.
 - 21.2 The base location of the Services will be:
Home Office,
-



2 Marsham Street,
Westminster
London, SW1P 4DF

- 21.3 The daily rates offered shall be inclusive of all expenses, including travel to the base location. Travel to the base location will only be required for the review and agreement of the work.
- 21.4 Travel outside the base location shall be in accordance with the Authority's Travel and Subsistence Policy.