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1. PURPOSE

1.1 This purpose of this SOR is to define the requirement for the provision of external professional services to assist Army HQ with the **implementation** of the new (ExCo endorsed) Operating Model.

1.2 External support providers will work alongside a whole-force Army HQ, AOM implementation team, providing professional expertise in the delivery of change, not readily available within the Military or Civil Service. Roles include:

1.2.1 A Programme Implementation Manager to work alongside the Army Lead.

1.2.2 Workstream Implementation Managers, responsible for facilitating and guiding development specified areas of the new operating model. Driving day-to-day activity, managing delivery on the ground, and reporting progress to the AOM Programme Leadership.

1.2.3 Change implementation Managers, to work alongside Army lead, facilitating detailed design and delivery in specified areas of the new operating model. Working with teams impacted by the change, they support the building of understanding and implementation of the change. Noting programme level change activity will be led by the Army

2. BACKGROUND TO THE AUTHORITY

2.1 The Army HQ is the Strategic HQ for the Army, responsible leading the Army, setting our Strategic direction and driving change to enable to the Army to deliver success in line with Defence Strategic Direction during times of peace, crisis and war. The AOM review, aims to make the Army HQ more effective and efficient in this role. The AOM must be viewed within the context of wider Defence and the post Levene era, which has seen greater delegation of responsibility and accountability flowing into Front Line Commands.

2.2 The AOM sets out how the Army HQ will operate into the future, targeting previous shortfalls to create a smaller, more strategically focussed HQ, correctly resourced and output focussed in the way it conducts its role. A series of functional delineations and temporal boundaries lie at the heart of the AOM and are designed to clarify roles, improve collaboration across the HQ and make the HQ more adaptable and agile as we contend with the challenges inherent in an era resource constraint and constant competition.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

3.1 The AOM is a Strategic transformation project for the AHQ, which, on completion will improve the delineation of roles and responsibilities across the HQ, remove overlap between Directorates, refine Army interactions with external stakeholders, improve integration and realise workforce efficiencies, creating a more agile, strategic HQ.

3.2 Define and Design Stages have been completed. As the HQ moves into the implementation phase of the endorsed design, it will be important to have professional support to assist with the development and delivery of the new HQ structures, processes, key outputs and efficiencies. Failure to provide external support will increase the implantation period and potentially undermine the ability realise critical workforce efficiencies, which, in turn, are expected to lower the annual running costs of the HQ, whilst freeing staff resource for reinvestment elsewhere.

3.3 The forward implementation plan (April 2021 – April 2022) for the Army's implementation of the AOM for which it is seeking support is based on 3 distinct phases:

3.3.1 **Phase 1 – Detailed design and initial implementation.** The endorsed AOM is a 2* level model. The design will be refined throughout the structure to realise the

AOM's benefits. Over the period April – August 2021, the AOM team will need to refine the newly established Strat Centre and 1* FFD Organisations and refine Programmes, Functional Leadership, Capability Sponsorship and Service Advisor design, including their interfaces across the HQ and wider Defence.

3.3.2 This phase also includes detailed organisation design, development of key processes, including initial alignment with the Financial Operating Model, and post mapping. Concurrent to this, the AOM will need to enact the reapportionment of activity to HLBs, delivering physical and financial empowerment to the receiving organisations whilst freeing the HQ to focus on Strategic level activity. There is an expectation that the supplier team will reduce at the end of this phase as detailed design concludes.

3.3.3 **Phase 2 – Iteration, Development and Process refinement.** During Phase 2, Futures, Programmes, Functional Leadership, Capability Sponsorship and Service Advisor organisations will be formally established. The BOI process will be refined in concert with DRes work on the FOM and current processes will be developed and refined. If any opportunities for Automation as are identified they will be communicated to Project Theia for implementation. This phase will also see streamlining of workforce roles, removing duplication and bureaucracy as new roles bed down within their new organisation. Finally, Phase 2 will see the implementation of up-skilling and leadership training programmes for AHQ leaders and staff.

3.3.4 **Phase 3 – Coaching and Mentoring.** Phase 3 will be resourced separately.

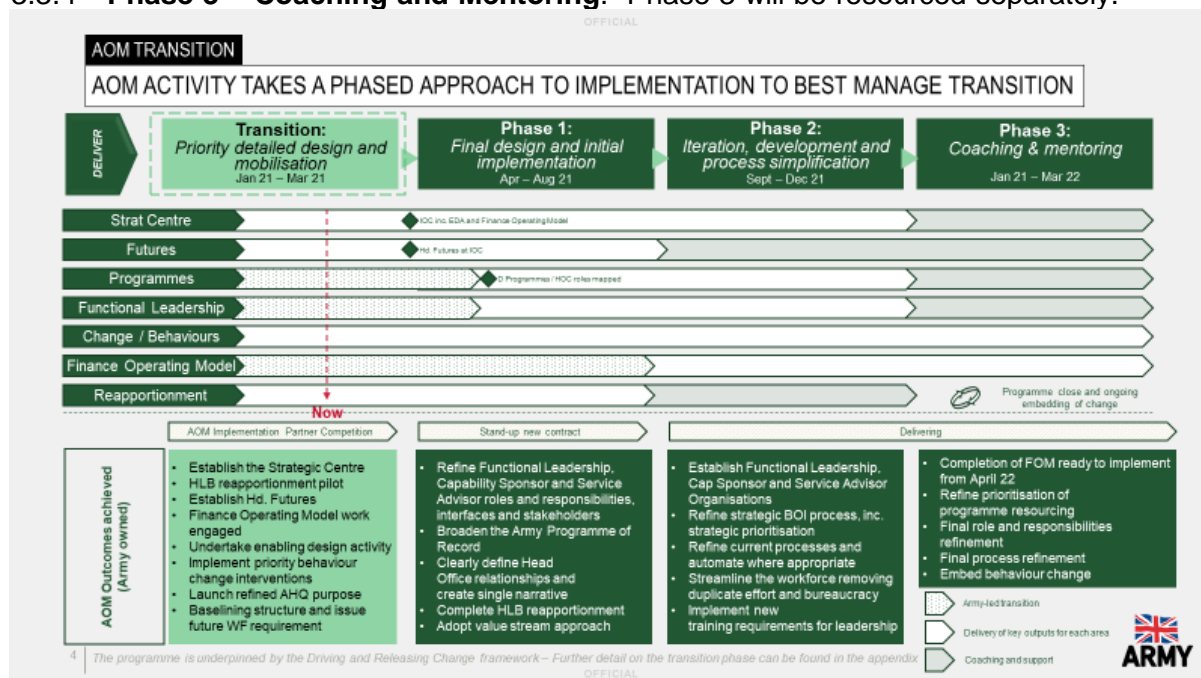


Figure 1 - AOM Campaign Plan visual

4. DEFINITIONS AND ACRONYMS

Expression or Acronym	Meaning
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[Strategic Centre]	The Central management function of the Army Headquarters. This area includes the functions and outputs of CGS, DCGS, ACGS, DRes, BAS, Org, and Strat.
Futures]	Futures is the new name for the organisation currently known as Cap Branch. Under the AOM, outputs will be refined to look at the future force.
[Programmes]	Programmes is the area of DSp that currently focuses on Programme Delivery. Under the AOM DSp organisation will be transformed into an organisation that focusses entirely on the successful delivery of change programmes.
[Functional Leaders]	The Army HQ approach to Functional Leadership is based upon the DLoD model. Functional Leaders include DPers, DB&I, D Info, DLW and DCOS Fd Army.
[Support]	'Support' covers the areas of Engineering Support, Logistic Support and Equipment Support. Under the AOM, DCOS Fd Army is the Functional Owner of Support for the Army.
[Army Enterprise]	Army Enterprise is a blanket term used to cover the 4* Army HQ and the HLBs (HQ Fd Army, HC & JHC]

5. THE REQUIREMENT

5.1 **Phase 1:** During Phase 1 the Authority seeks to build on progress already made during the transition phase. Outline details are provided within the roadmap at Figure 1. Specific areas of support are:

5.1.1 Support the Army in the development of the role of Functional Leaders within the AOM, including design of organisational structures.

5.1.2 Support the Army in the development of role of Capability Sponsors and wider Futures organisation within the AOM, including design of organisational structures. This excludes EA support to the implementation of MSI and FCCM processes.

5.1.3 Support the Army in the development and refinement of Change Programme Organisation(s)

5.1.4 Support the Army in the development of the role of Service Advisors within the AOM and how they interface with other elements of the AOM

5.1.5 Facilitating a deep dive into conduct of assurance activity within the AOM.

5.1.6 Support the Army in the development and refinement of the core processes that support Strategic decisions within Strat Centre, including Cap Audit.

5.1.7 Interface the Army's central finance team to support their development of the Finance Operating Model

5.1.8 Support Army HQ in the reapportionment of DSp 'in-service' support activity to HQ Fd Army and HQ JHC.

5.1.9 Support Army HQ in the reapportionment of identified roles to HC.

5.1.10 Refinement of interfaces with core external stakeholders, including FinMilCap, Strat Com, Navy, Air Force, DE&S, DIO, DSTL

- 5.1.11 Provide advice to the Army AOM Team responsible for delivering the Change, Behaviours and Comms activity
- 5.1.12 Co-ordination of design activity, documentation of the core AOM Structures and processes and progress reporting

5.2 Phase 2: During phase 2, the Authority seeks to build on phase 1. Specifically, support is required from the contractor to support the transition from phase 1 and mobilisation of phase 2 activity which will be delivered by the Army:

- 5.2.1 Development of workstream plans for Phase 2 including identification of issues and opportunities
- 5.2.2 Provide advice to the Army AOM Team responsible for delivering the Change, Behaviours and Comms activity in development of the change plan for phase 2

6. KEY MILESTONES

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

Milestone	Description	Timeframe (+/- 1 week)
1	Monthly Progress Report	Monthly
2	Assurance Deep Dive Report	By 31 May 2021
3	Design Progress Update Report	By 31 May 2021
4	Futures organisation design including COAs to support decision making, organisation structures, core processes and role descriptions	By 16 July 2021
5	Programmes organisation design including COAs to support decision making, organisation structures, core processes and role descriptions	By 16 July 2021
6	Functional Leaders' organisation(s) design including COAs to support decision making, organisation structures, core processes and role descriptions	By 16 July 2021
7	Definition of Service Advisor roles and interfaces	By 16 July 2021
8	Definition of AOM interfaces with external stakeholder organisations	By 16 July 2021
9	Completed design preparation for reapportionment of DSp Activity to Fd Army, HQ JHC and HC	31 Aug 2021

10	'AOM Handbook Version 1' Summary of AOM Design, Organisational Construct, Governance and key value chain processes	31 Aug 2021
11	Updated Capability Audit process	31 Aug 2021
12	Phase 2 workstream plans, including identification of issues and opportunities to be addressed.	30 September 2021

7. ADDITIONAL SUPPORT OPTIONS

7.1 Further to the core requirement the supplier is requested to provide options for the provision of additional support to respond to emergent activity or changes to the planned programme of implementation. Specific deliverables associated with additional support will be confirmed within two weeks of its commencement.

8. AUTHORITY'S RESPONSIBILITIES

8.1 The implementation of the AOM will be a collaborative process, completed with a joint Contractor/Army provided team. The Authority remains responsible for delivering the AOM and managing necessary change activity and is responsible for providing the following:

8.1.1 The provision of an appropriately sized team and other input to support the contractor in the implementation of the AOM, including the following key outputs/roles.

8.1.1.1 Army Lead (AH AOM).

8.1.1.2 XO Function to include coordination of team engagement with internal stakeholders, filing of key materials, maintenance of the team battle rhythm and support to onboarding and provision of access to IT.

8.1.1.3 COS Function to coordinate team activity and cohere operations covered by both the core and federated teams throughout the AHQ.

8.1.1.4 Army workstream leads to cover Futures, Programmes, Strat Centre, Functional Leadership & Service Providers, HLBs and reapportionment activity. Workstream Leads will staff workstream related decisions and report progress, risks, and opportunities

8.1.1.5 Assignment of appropriate staff to positions in Functional Leaders, Capability Sponsors and Service Advisors according to the new organisation design in time for IOC by 30 September 2021.

8.1.1.6 Engagement with key stakeholders including APC, MS, Org, HLBs and TUs to ensure the appropriate enabling activity linked to changes in HR are enacted correctly.

8.1.1.7 The implementation of behavioural change interventions previously identified in the AOM programme.

8.1.1.8 Timely Provision of Army resources to provide enough specific Army related KSE in support of detailed design, re-apportionment and implementation activities.

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- 8.1.1.9 Appropriate resourcing and input to Finance Operating Model work to achieve Bol and other objectives.
 - 8.1.1.10 Maintenance of appropriate communications to facilitate design and implementation activities and support change in behaviours.
 - 8.1.1.11 Detailed design of Service Provider Organisations.
 - 8.1.1.12 Input to, and design, resulting from Assurance deep dives.
 - 8.1.1.13 The implementation of internal communication activity.
 - 8.1.1.14 The development and implementation of Up-Skilling activity.
 - 8.1.1.15 The design implementation and training appropriate to the development of SWoW across the AHQ.
 - 8.1.1.16 Design and management of desk moves associated with organisational changes
 - 8.1.1.17 The development of detailed job descriptions
 - 8.1.1.18 Management of engagement and consultation with Trade Unions and development and management of Implementation Orders
 - 8.1.1.19 Identification and implementation of automation opportunities through Project Theia

9. REPORTING

- 9.1 Biweekly progress updates to Brigadier Army Staff and ACGS/DCGS/DRes. Monthly progress report to Brigadier Army Staff

10. CONTINUOUS IMPROVEMENT

- 10.1 The Supplier will be expected to identify any potential opportunities that arise to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 10.2 The Supplier should present new ways of working to the Authority during weekly and biweekly review meetings if and as they arise.
- 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. STAFF AND CUSTOMER SERVICE

- 11.1 The Provider's staff assigned to the Contract shall have the experience to deliver the Contract.

- 11.1.1 **Programme Implementation Manager.** Responsible for working alongside AH AOMR, delivering the new operating model. Significant experience of complex organisational change, ability to engage and manage senior stakeholders, significant experience managing teams, understanding of the AHQ and the chosen operating model.

- 11.1.2 **Change Manager.** Responsible for working alongside and supporting the AOMR communications and behavioural change team. Experience in change

management. Leadership and training experience. Culture development and behaviour change experience. A understanding of the change journey and experience of change leadership.

11.1.3 Workstream Implementation Managers. Responsible for supporting workstream leads within the Army HQ. Ability to shape and guide development in specified areas of focus, driving day-to-day activity. Experience in organisational capability development and delivering a range of relevant projects including organisational design and performance improvement. Familiarity with the MoD and Army HQ is desirable.

11.1.4 Engagement Lead. Responsible for supporting the Army provided team in engaging all members of the AHQ and HLBs. Experience of the delivery and communication of complex change in large organisations. Experience in stakeholder engagement and management. Culture development and behavioural change experience.

11.1.5 Project Analyst. Support to implementation managers and Army delivery leads in the management, tracking and reporting of activity and milestone development. Experience of supporting organisational development activity. Project reporting experience.

11.1.6 Engagement Analyst. Support to change manager in building and adapting the approach to change activity. Experience in managing information, data analysis, reporting and communication skills in change management programmes.

12. SERVICE LEVELS AND PERFORMANCE

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

12.1 The following KPIs.

KPI	DELIVERY AREA	DESCRIPTION	TARGET
1	Delivery Timescales	<p>Preparatory work completed to enable AOM stood up to IOC in organisational, procedural, and structural terms by 30 Sep 21 including:</p> <p>Futures at IOC 30 Sep 21. 85%</p> <p>HLB Reapportionment underway 90%</p> <p>Programmes at IOC (All Cap Programmes transferred) 80%</p> <p>Functional Leader Organisations designed and in process of implementation 80%</p>	
2	Milestones	Delivery of the key milestones outlined in the key milestones table (SOR v 8.0).	100%
3	Quality	Quality of the Providers work will be measured through the achievement and sign-off of key deliverables.	Achievement of deliverables

4	Knowledge transfer	Potential Provider to ensure knowledge management and transfer occurs through joint working with key staff, measured through Governance Framework and Programme staff.	Knowledge transfer achieved to enable Army ownership of AOM
5	Reporting	Provide monthly update on performance	On time delivery

The Authority will use a Red, Amber, Green (RAG) system to monitor each KPI.

RAG Key (Red, Amber, Green)		
Service level has failed to improve sufficiently and continues to be below target %	Service level drops below target % for the month	Service level has improved sufficiently.

12.2 If service levels drop below target % for any of the KPI's then the contractor will receive an AMBER against this KPI. The contractor will then need to demonstrate to the Authority that it has rectified this by the following months Monthly Mtg. Satisfactory rectification will result in the KPI being moved into GREEN for that month and no further action will be required.

Performance Rectification Process

12.3 This sets out the procedure to address any performance concerns, between Authority and the Service Provider (SP). Performance concerns are to be resolved at the lowest level and should avoid escalation where possible. If the Designated Officer (DO) and SP are unable to settle a performance concerns the following process is to be followed:

- 12.3.1 The Authority shall raise a performance concern using a Service Provision Report (an example is provided below)
- 12.3.2 The SP shall maintain a record of all corrective and preventative actions taken in response to a complaint that is raised by the Authority.
- 12.3.3 SP shall resolve a performance concern, to the satisfaction of the DO, within 10 working days of the performance concern being raised by the Authority.
- 12.3.4 The SP shall establish and maintain a documented and clearly defined process to record, manage, and resolve performance concerns raised by the Authority.
- 12.3.5 Performance concerns raised by the SP are to be addressed with the

respective DO, if a resolution is not achieved, the SP is to raise the performance concern with DCGS.

<u>EXAMPLE OF A SERVICE PROVISION REPORT</u>	
Service Providers(SP) Name:	Contract Number:
Comment from Task Lead/SP:	
Proposed resolution:	
Comment from Service provider:	
Proposed resolution:	
Comment from Designated Officer:	
Proposed resolution:	
Has a resolution been achieved satisfactory to the requirements of the AOM Review Team Yes/No	
Branch Action:	
Army Commercial Action:	
Final outcome of this report:	
Note: This report is to be reproduced electronically. A copy of each report is to be initially sent to the service provider and AOM for action. All reports are to be recorded and retained by the initiating Unit for 12 months.	

13. SECURITY REQUIREMENTS

13.1 The Supplier will comply with relevant Defence policies and procedures, including those related to security and working within Army Headquarters, as specified in the MOD DEFCONs in the Contract Document Terms and Conditions and relevant Defence Policy and Guidance.

14. INTELLECTUAL PROPERTY RIGHTS (IPR)

14.1 The MoD will own all new IPR in the Deliverables created by the Contractor as part of the services. To the extent the Deliverables also contain the pre-existing IPR of the Contractor, the MoD will be granted a royalty-free licence to use the pre-existing IPR of the Contractor to the extent such a licence is required to use the Deliverables.

15. PAYMENT

15.1 Payment can only be made following satisfactory delivery of pre-agreed certified deliverables.

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

15.3 Invoices should be submitted to: REDACTED. Army Operating Model Review Team, Army Headquarters, Blenheim Bldg, Marlborough Lines Andover, Hants SP11 8HT, Email: REDACTED

15.4 Payment for Contractor Deliverables will be made by electronic transfer.

16. BASE LOCATION

- 16.1 Army HQ, Marlborough Lines, Andover, SP11 8HT or the supplier's home locations, as appropriate.