



Ministry  
of Defence

**JSP 912**  
**Human Factors Integration**  
**for Defence Systems**

**Part 1: Directive**

# Foreword

Capability is not just a function of equipment performance, but depends on a combination of interacting elements. Some of the most difficult issues to address lie in the Human Component of Capability. The equipment and systems have to be operated in a demanding and diverse military context in circumstances of fatigue, hunger, stress and even fear. Ultimately their usability in these demanding environments will determine our operational success. The types of equipment and systems we are now specifying and procuring will also shape the roles, responsibilities and career paths of future service personnel who we recruit, and our ability to retain them.

Approaching our Defence needs from a capability direction, rather than a platform, system or equipment one, heightens the need for Human Factors Integration (HFI) of Defence systems. We must set out to deliver solutions that enhance our capability aspirations with a more sophisticated understanding of the role of people in the operation, maintenance and support of our future systems. The challenge is to integrate the people provided by the Armed Forces (including Reservists), with the equipment developed by industry and delivered by the Ministry of Defence, in a way that maximises capability within the real operational environment.

Joint Service Publication 912 promulgates the policy requirements and comprehensive practical guidance for undertaking HFI. This Part 1 of JSP 912 provides the direction that is mandated by Defence, and is sponsored by the Defence Authority for Technical and Quality Assurance. It provides policy-compliant business practices that should be adopted in the absence of any contradicting instruction.

I commend it to you and your staff.

**Stephen Wilcock**  
**Director, Engineering & Safety**  
**Defence Functional Authority for Technical, Quality & Standardization**

# Preface

## How to use this JSP

1. JSP 912 mandates the application of Human Factors Integration (HFI) in all Defence acquisition projects. It is designed to be used by MOD staff responsible for HFI. This JSP contains the policy and direction for the application of HFI and guidance on the processes involved and best practice to apply HFI in Defence Systems. This JSP will be reviewed every two years.
2. The JSP is structured in two parts:
  - a. **Part 1 - Directive**, which provides the direction that must be followed in accordance with statute or policy mandated by Defence or on Defence by Central Government.
  - b. **Part 2 - Guidance**, which provides the guidance and best practice that will assist the user to comply with the Directive(s) detailed in Part 1. In particular, the guidance summarises HFI processes that are available in the MOD's Human Factors Integration Management System ([HuFIMS](#))<sup>1</sup>.

## Coherence with other Policy and Guidance

3. Where this document contains references to policies, publications and other JSPs which are published by other Functions, these Functions have been consulted in the formulation of the policy and guidance detailed in this publication.

Related JSP	Title
JSP 375	Management of Health and Safety in Defence
JSP 536	Governance of Research Involving Human Participants
JSP 815	Defence Safety Management System
JSP 822	Defence Direction and Guidance for Training and Education

## Training

4. For training applicable to HFI, consult the following:
  - a. Human Factors Integration - Making The Most of People in Systems (available through the Defence Learning Environment):  
<https://dle.ice.mod.gov.uk/enrol/index.php?id=11908>
  - b. HFI Awareness Training (available on e-solutions<sup>2</sup>):  
<http://mou.isg-r.r.mil.uk/Esolutions/>

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<sup>1</sup> HuFIMS is hosted on the MOD's Knowledge in Defence (KiD) website:

[https://www.kid.mod.uk/maincontent/business/hufims/content/hufims\\_home\\_aboutfhi.htm](https://www.kid.mod.uk/maincontent/business/hufims/content/hufims_home_aboutfhi.htm).

<sup>2</sup> If you do not have access to e-Solutions but wish to attend the Awareness Training please contact: [DESEngSfty-EGITS-HFITeam@mod.gov.uk](mailto:DESEngSfty-EGITS-HFITeam@mod.gov.uk).

## Further Advice and Feedback – Contacts

5. The owner of this JSP is the Defence Functional Authority for Technical, Quality & Standardization and it is managed by the Defence Equipment & Support (DE&S) Engineering Function HFI Team. For further information or advice on any aspect of this publication or to provide feedback on the content, contact:

Job Title	Email	Telephone
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# 1 Introduction

## Policy

1. The terms ‘Human Factors (HF)’, ‘Human Factors Engineering (HFE)’ and ‘Human Factors Integration’ are often confused. ‘Human Factors’ refers to a range of disciplines (principally scientific), which relate to the study of human capabilities, limitations, characteristics and behaviour in the broadest possible sense. It includes the study of human interactions with technologies and social interactions and draws on many scientific disciplines, including ergonomics, psychology (and neuropsychology), physiology, biology, anthropometry and biomechanics. It provides the knowledge base from which Human Factors Engineering draws. HFE is concerned with the application of this knowledge in the design, development, assessment, fielding, in-service support and disposal of products – equipment, sub-systems, systems and platforms. In contrast, HFI is a management activity, which includes a systematic process for identifying, tracking and resolving people-related considerations (especially risks and issues), to ensure a balanced development of both technological and human aspects of capability.

2. It is imperative to understand that HFI is more than HFE. It comprises the following five domains:

- a. Personnel.
- b. Training.
- c. Human Factors Engineering.
- d. System Safety & Health Hazards.
- e. Organisational & Social.

3. Details of these domains are included in Part 2 (Guidance) of this JSP. The HFI Domains span a number of different technical disciplines and are not entirely owned by the Human Factors Specialist. For effective Human Factors Integration, a number of different, but related disciplines need to interact in order to ‘deliver’ HFI. The multi-disciplinary nature of HFI and how specific disciplines need to work together is illustrated in Table 1.

Stakeholder/Discipline		HFI Domain				
		Personnel	Training	Human Factors Engineering	Systems Safety & Health Hazards	Organisational & Social
FLC	Training DLOD Owner		X			
	Equipment DLOD Owner			X	X	
	Personnel DLOD Owner	X	X	X		X
	Information DLOD Owner			X		X
	Doctrine DLOD Owner	X	X			X
	Organisation DLOD Owner	X				X
	Infrastructure DLOD Owner			X	X	X
	Logistics DLOD Owner	X	X	X		X
DE&S	Project Manager		X	X	X	
	Requirements Manager	X	X	X	X	X
	Human Factors Engineer	X	X	X	X	X
	ILS Engineer	X	X	X		X
	Systems Engineer	X	X	X	X	X
	Safety Engineer	X	X	X	X	X
	Training Specialist	X	X	X	X	
Solution Provider	Project Manager		X	X	X	
	Chief Engineer	X	X	X	X	X
	Human Factors Engineer	X	X	X	X	X
	ILS Engineer	X	X	X		X
	Chief Systems Engineer	X	X	X	X	X
	Safety Engineer	X	X	X	X	X
	Training Lead	X	X			
	Equipment Engineers			X	X	

Table 1: Mapping of HFI Domains to Discipline Owners

4. It is only through the effective integration of the disciplines representing these domains that the full benefits of HFI will be realised. For this reason, it is MOD Policy that HFI shall be applied to all defence acquisition activities, across the range of programme and project types: Development Items, Non-Development Items and Off-The-Shelf Items as well as technology demonstrators, and upgrades to existing items.

5. In all systems that provide Defence Capability, the Equipment Component and the Human Component shall be satisfactorily integrated such that:

- a. the roles assigned to people in the Solution enable the required capability performance to be achieved under all predicted conditions of use.
- b. the design and realisation of the Solution:
  - (1) makes best use of Human capabilities (physical, psychological and social characteristics).
  - (2) recognises and provides for Human needs.
  - (3) provides mitigations for Human limitations.

- (4) applies to all people ('End Users') involved in fielding of the system including, but not limited to, operators and maintainers.
- (5) utilises people in ways that maximise system safety.
- (6) utilises people cost-effectively.
- (7) controls through-life costs (e.g. through minimising the need for training and the personnel associated with operation and maintenance).

6. This JSP prescribes a set of high-level HFI activities that are applicable to all types of Defence Capability Acquisition projects. However, given the range and diversity of such projects, this JSP does not prescribe a single set of detailed HFI activities.

7. HFI activities undertaken by Solution Providers shall be contracted against Defence Standard 00-251, *Human Factors Integration for Defence Systems* [1].

## Scope

8. The scope, extent, depth, complexity and thoroughness of all HFI activities to be undertaken, shall be determined against considerations of risk to the project and programme outcomes presented by people-related considerations. These will be typically assessed in terms of capability goals, objectives, cost, time, system performance, system safety and system usability.

## Applicability

9. This HFI Policy shall be implemented from the outset of all Defence Capability development, where early decisions on MOD requirements, concepts of use, system design, system constraints and assumptions will determine the ultimate effectiveness of the system. The Policy shall be applied throughout the life of the capability.

10. This JSP shall apply to all MOD staff in all phases of the system life cycle, from Pre-Concept through to equipment disposal / service termination, but especially the following capability stakeholders:

- a. Customers (capability planners, capability sponsors and requirements managers).
- b. Delivery Agents (Project / Delivery Teams).
- c. Defence Line of Development (DLOD) owners.
- d. Trials Units/Organisations.
- e. Specialist Engineering Functions.
- f. End Users<sup>3</sup>.

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<sup>3</sup> *End Users* is an all-encompassing term to include all users of a capability, regardless of Armed Service, rank or role. It includes operators, maintainers, trainers, support personnel, and so forth.

## Associated Standards and Guidance

11. The primary standard for HFI and HFE is Defence Standard 00-251 Human Factors Integration for Defence Systems [1]. Other Defence Standards do provide some guidance on HFI/HFE, but Defence Standard 00-251 is the primary document for contracting purposes.
12. Other relevant standards and guidance:
  - a. *Human Factors Integration Management System ([HuFIMS](#)) including the HFI Technical Guides* [2].
  - b. *Defence Standard 23-009, Generic Vehicle Architecture (GVA)* [3].
  - c. *System Readiness Levels* [4].
  - d. *Guide to Engineering Activities and Reviews (GEAR)* [5].
  - e. *Defence Standard 00-600, Integrated Logistics Support Requirements for MOD Projects* [6].
13. The terms used in this JSP are defined in the Glossary in Part 2.

## 2 MOD HFI Process

### HFI Process Goals

1. In all MOD Capability Acquisition projects, the following HFI goals shall be fully pursued to achieve satisfactory outcomes. All HFI activities that are undertaken shall relate to and support one or more of the itemised goals:
  - a. ensure that all people-related Risks, Assumptions, Issues, Dependencies and Opportunities (RAIDO) are identified and managed from the very outset of a project, and throughout the rest of life cycle.
  - b. ensure that all Human Factors Process Requirements (HFPRs) are specified, thereby assuring that HFI processes are properly and adequately undertaken.
  - c. ensure that Human Factors System Requirements (HFSRs) are specified, thereby assuring that people-related technical aspects of the Solution are properly and sufficiently addressed (based on the identified RAIDO).
  - d. ensure that a human-centred design approach is adopted, involving the End Users in system and equipment design and evaluation.
  - e. ensure that established Human Factors principles, accepted best practice, and suitable methods, tools, techniques and data are used.
  - f. ensure that the HFI programme is designed to align and integrate effectively with the project life cycle.
  - g. ensure that people-related considerations of the Solution undergo formal scrutiny, assessment and acceptance.

### HFI Process Activities

2. This JSP prescribes a set of HFI technical and management activities that are applicable to all types of Capability Acquisition project. The six, top-level process stages<sup>4</sup> span all stages of a project – Pre-Concept, Concept, Assessment, Design, Manufacture, In-service, Disposal (CADMID) – as shown in Figure 1.
3. MOD Staff or contracted representatives shall organise and conduct tailored HFI activities systematically, and these activities shall be commensurate with the actual project phase, size and complexity. A detailed description of the HFI process and individual activities can be found in JSP 912 Part 2 [7]. Guidance concerning how to comply with the HFI Policy, including Product Descriptions for the minimum content of key HFI deliverables can be found on [HuFIMS](#) [2].
4. This JSP assumes HFI processes are aligned with a generic, Systems Engineering life cycle, e.g. International Standards Organisation / International Electrotechnical Commission (ISO/IEC) 15288:2023 [8], as widely used by MOD and Industry.

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<sup>4</sup> Note HFI in the Disposal phase will normally follow HFI process stages 1-6 on a much smaller scale

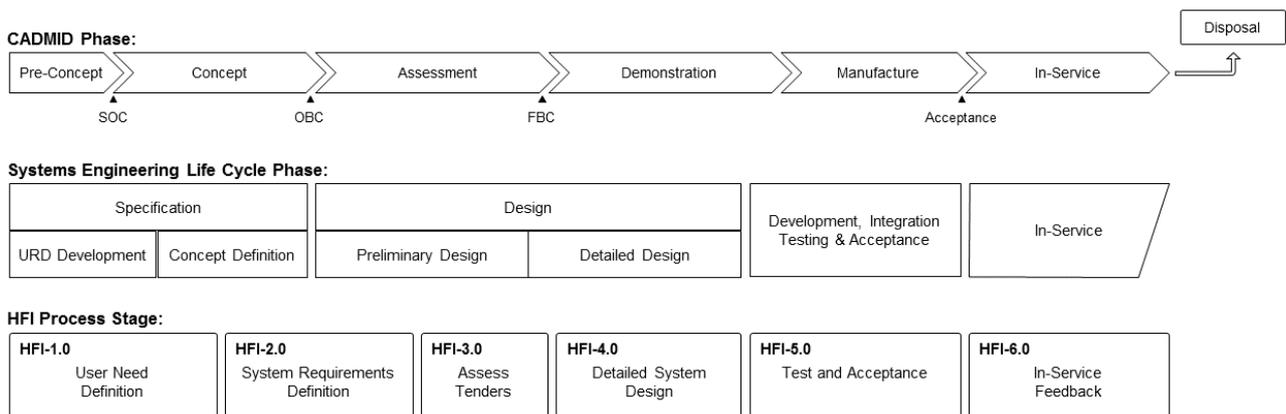


Figure 1: HFI Process Activities

## Tailoring

5. Tailoring is fundamental to the cost-effective application of HFI on a project. It is the process of identifying and specifying the range and depth of HFI activities that should be carried out and depends on the scope, size, complexity, life cycle phase and contractual arrangements of any given project.
6. Prior to Outline Business Case (OBC), the Authority shall consider internally the range and depth of HFI activities that it expects to be carried out, and tailor them accordingly. This should include a pan-DLOD consideration of the areas of greatest perceived HFI risk, as identified by an Early Human Factors Analysis (EHFA).
7. This process shall be revisited during the tender preparation phase, to ensure that the earlier tailoring assumptions and considerations remain valid. The results of the tailoring process shall be reflected in the documentation issued to the tenderers, who will be expected to respond accordingly.
8. Further tailoring may take place following Contract Award. This shall be conducted jointly by the Solution Provider and the Project Team (PT) or Delivery Team (DT), with agreement from key stakeholders<sup>5</sup>. The final decision as to whether tailoring is acceptable must be made by the MOD.
9. The acquisition strategy will influence the extent and scale of HFI activities that should be undertaken. Related issues will include: How will the system be developed? Is it completely new, modified or an existing system? Will the Authority buy just the equipment, a complete capability package, or lease the system?
10. The PT is responsible for tailoring the HFI activities by considering the amount of design freedom and the availability and applicability of information in all the HFI domains. Efforts should then be concentrated on the areas where most benefit can be achieved and/or risk avoided (as identified in the people-related considerations). Guidance concerning tailoring of the HFI process is available from the DE&S HFI Team ([DESTTECH-EGHFI-Team@mod.gov.uk](mailto:DESTTECH-EGHFI-Team@mod.gov.uk)).

<sup>5</sup> Key stakeholders will usually be represented at meetings of the HFI Working Group.

# 3 MOD Staff Responsibilities

## Project Team Leader

1. The Project Team Leader (PT Leader) shall have prime responsibility for ensuring that HFI is successfully managed in a project, and that satisfactory HFI outcomes are achieved.
2. The PT Leader shall ensure that MOD Staff who undertake HFI management activities are provided with sufficient and suitable information and training to enable them to undertake their responsibilities.
3. The PT Leader shall ensure that the System Requirements Document (SRD) used by the Solution Provider includes sufficient HFSRs (although the development of these HFSRs will normally be the responsibility of the Human Factors Integration Focus (PT)).

## Human Factors Integration Focus

4. The HFI Focus is responsible for coordinating HFI activities throughout the life cycle of the project. However, in practice the 'HFI Focus' covers two separate roles:
  - a. HFI Focus within the Front Line Command / Capability (FLC/Cap) community, hereafter referred to as HFI Focus(Cap); and
  - b. HFI Focus within the DE&S Project Team (PT) or Delivery Team (DT), hereafter referred to as HFI Focus(PT).
5. The HFI Focus(Cap) is responsible for managing the HFI activities during the Pre-Concept and Concept stages of development, with particular emphasis on the FLC activities associated with defining the Human Factors User Requirements (HFURs) for the capability. Consideration should be given to each of the DLODs to identify potential HFI issues and risks associated with the required Capability and the activities that will be required to address them. At this stage of procurement, the HFI Focus(Cap) is unlikely to be an exclusive or full-time role. Where DE&S is involved in the Pre-Concept / Concept Phase, the responsibilities of the HFIF(Cap) may be adopted by the HFI Focus(PT).
6. The HFI Focus(PT) is a member of the PT/DT (nominated by the PT Leader) who has responsibility for the day-to-day management of HFI activities that are carried out by DE&S or by others on DE&S's behalf.
7. The HFI Focus(PT) is responsible for tailoring the DE&S HFI activities. Production of plans and reports are a costly and time-consuming exercise for all concerned. Over-specifying the requirement will lead to the production of valueless reports rather than the completion of useful analysis. The HFI Focus(PT) must strike a balance between having evidence of sufficient quality of the Solution Provider's (SP) work, to satisfy assurance and audit trail requirements and giving the Solution Provider the freedom to get on with the job.
8. Where there is insufficient HFI/HFE expertise within the Project Team, the HFI Focus(PT) should request support using the [Engineering Services - Single Front Door](#).

## Requirements Management

9. It is the responsibility of the PT/DT to manage the system requirements and ensure that they are managed across the DLODs. The HFSRs shall be derived from the User

Requirements Document (URD) and incorporated within the SRD. Candidate, generic HFSRs are provided in Defence Standard 00-251. Additionally, the [Technical Guides](#) accompanying Def Stan 00-251 provide more detailed, domain-specific technical requirements. These may be tailored to meet specific project requirements.

## Capability Sponsor

10. The Capability Sponsor is responsible for capability at the programme level, leading the overall capability change planning process, and identifying the equipment and support requirements<sup>6</sup>. The Capability Sponsor operates as the decision-maker ('Decider') in providing new equipment and equipment support on behalf of the MOD. In the case of major programmes, the Senior Responsible Owner (SRO) shall ensure that the programme addresses all the relevant Defence Lines of Development (DLOD) on a through-life basis and takes account of issues concerning process and culture or behavioural change.

## Capability Integration Working Group

11. The Capability Integration Working Group (CIWG) shall ensure integration across the DLODs so as to deliver the overall military capability. The CIWG chairperson shall ensure that the Human Components of Capability (i.e. over and above issues emerging under Training, Equipment and Organisation) are adequately captured, defined, analysed and tested. It is recommended that the HFI Focus(Cap) and HFI Focus(PT) are members of the CIWG.

## HFI Support Function

12. The DE&S Engineering Group (EG) shall provide HFI information, guidance and support to MOD PTs<sup>7</sup>. Although DE&S is only responsible for Equipment and Logistics (at the project level), HFI needs to be applied across all the DLODs and through-life. HFI spans the Engineering and Support domains, and as such must be considered from both Engineering and Support perspectives. Therefore, Project and Delivery Teams shall engage the HFI Policy team (Defence Functional Authority for HFI) early and throughout the programme. This will ensure that the capability being developed adequately addresses Core Development Area 2 (CDA2)<sup>8</sup>, as part of the [Support Solutions Envelope](#) (SSE) from a Support perspective and [GEAR](#) from an Engineering perspective. Any tailoring of the HFI Process must be agreed with the [HFI Policy team](#).

13. The PT (and Cap Branch) shall agree a method to generate a requirements set (HFURs, HFSRs and HFPRs) that addresses the Human Component of Capability, seeking advice and support from the EG HFI team where appropriate. It is essential that this set is generated so as to ensure the successful realisation of the project capability.

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<sup>6</sup> See Capability Management Practitioners' Guide (Volume 4: Deliver):

[https://www.kid.mod.uk/maincontent/business/cm/downloads/20130923-CMPG-v2\\_1\\_FINAL-U.pdf](https://www.kid.mod.uk/maincontent/business/cm/downloads/20130923-CMPG-v2_1_FINAL-U.pdf).

<sup>7</sup> There are two teams within EG that are able to provide HFI services – the Internal Technical Support (ITS) Team and the Engineering Services Team, both of which may be approached for guidance and support.

<sup>8</sup> CDA 2 (Human Factors Integration) replaced Governing Policy 2.9 (GP2.9 Human Factors Integration) through the SSE betterment programme.

# 4 HFI Resource Competencies

## MOD Staff HFI Competencies

1. Every member of MOD staff undertaking HFI activities shall be a Suitably Qualified and Experienced Person (SQEP), as defined through reference to the Human Factors Integration Functional Competence Framework [9]. This document provides a detailed description of the functional competencies for HFI.
2. The HFIF(Cap) shall have, as a minimum, the competence of 'Awareness', gained through basic training and study of available materials. The target competence for the HFIF(Cap) shall be 'Practitioner' level<sup>9</sup>.
3. The HFIF(PT) shall have, as a minimum, the competence of 'Practitioner', and ideally be a Technical or Registered Member of the Chartered Institute of Ergonomics and Human Factors (CIEHF). Where this is not possible, the PT Leader shall appoint or request a SQEP, who holds a minimum of Technical Membership of the CIEHF, to support the HFIF(PT) in this role from the DE&S ITS HFI Team or Engineering Delivery Partner using the Engineering Services - Single Front Door.
4. In addition, as the HFIF(Cap) and HFIF(PT) are HFI 'management' roles, awareness and experience of Systems Engineering processes and products is recommended.

## Solution Provider HFI Competencies

5. All HFI activities carried out by a Solution Provider shall be carried out by SQEP, namely professional Ergonomists / Human Factors Engineers, and/or persons with considerable experience of undertaking HFI in a Defence context. Additionally, all Solution Provider HFE personnel should hold or be working towards Registered Membership of the CIEHF<sup>10</sup>.

## Research Ethics

6. The HFI processes conducted across the CADMID or Systems Engineering life cycles (see Figure 1) might involve research trials, experiments, tests, surveys or other forms of assessment with human participants. In such cases, the research activities shall comply with JSP 536 [10].

## Conduct and Behaviour

7. HFI research activities may need to conform to the Code of Human Research Ethics of the British Psychological Society [11] and the Code of Professional Conduct of the CIEHF [12]. In such cases, the involvement of SQEP is essential.

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<sup>9</sup> A Practitioner should have sufficient knowledge and understanding of good practice, and sufficient demonstrated experience, to be able to work on tasks with only minimal supervision. A Practitioner should maintain their knowledge and be aware of the current developments in the context in which they work. Someone with 'Awareness' should demonstrate a holistic understanding of the purpose and aim of the HFI process, sufficient to provide appropriate input, participation and review.

<sup>10</sup> It is recognised that the Solution Provider itself, as a company, might not be registered with the CIEHF (i.e. as a 'Registered Consultancy'). However, the MOD expects that the Solution Provider's employees will include staff individually registered with the CIEHF.

## 5 References

- [1] Ministry of Defence, Defence Standard 00-251, Human Factors Integration for Defence Systems, Version 2, 2021.
- [2] Ministry of Defence, [Human Factors Integration Management System \(HuFIMS\)](#) [Accessed 16 August 2023].
- [3] Ministry of Defence, Defence Standard 23-009 Part 2: Generic Vehicle Architecture (GVA) Human Machine Interface, Issue 4, 14 Jun 2023.
- [4] Ministry of Defence, [System Readiness Levels](#), Knowledge in Defence (KiD), Technology Management, Defence Digital, 1 Dec 2009 [Accessed 23 August 2023].
- [5] Ministry of Defence, [Guide to Engineering Activities and Reviews](#), 23 June 2023 [Accessed 16 August 2023].
- [6] Ministry of Defence, Defence Standard 00-600 Part 1: Integrated logistics Support Requirements for MOD Projects - Integrated Logistics Support (ILS) Requirements, Issue 4, 26 May 2022.
- [7] Ministry of Defence, Joint Service Publication 912: Human Factors Integration for Defence Systems, Part 2: Guidance, Version 3, Mar 2024.
- [8] International Standards Organisation, ISO/IEC/IEEE 15288:2023: Systems and Software Engineering - System Life Cycle Processes, 2023.
- [9] Ministry of Defence, [HuFIMS - HFI Competencies](#), 1 Feb 2016 [Accessed 16 August 2023].
- [10] Ministry of Defence, Joint Service Publication 536: Ministry of Defence Policy for Research Involving Human Participants, Version 3.5, 2024.
- [11] British Psychological Society, [BPS Code of Human Research Ethics](#), April 2021 [Accessed 16 August 2023].
- [12] CIEHF, [Chartered Institute of Ergonomics and Human Factors Code of Professional Conduct](#), 2023 [Accessed 16 August 2023].

## 6 Acronyms and Abbreviations

Abbreviation	Description
CADMID	Concept, Assessment, Demonstration, Manufacture, In-service, Disposal
Cap	Capability
CDA	Core Development Area
CIEHF	Chartered Institute of Ergonomics and Human Factors
CIWG	Capability Integration Working Group
DE&S	Defence Equipment and Support
DLOD	Defence Line of Development
Dstl	Defence Science and Technology Laboratory
DT	Delivery Team
EDP	Engineering Delivery Partner
EG	Engineering Group
EHFA	Early Human Factors Analysis
FLC	Front Line Command
GEAR	Guide to Engineering Activities and Reviews
GP	Governing Policy
GVA	Generic Vehicle Architecture
HF	Human Factors
HFE	Human Factors Engineering
HFI	Human Factors Integration
HFIM	Human Factors Integration Manager
HFIOLT	HFI Online Training
HFPR	Human Factors Process Requirement
HFSR	Human Factors System Requirement
HuFIMS	Human Factors Integration Management System
IEC	International Electrotechnical Commission
ISO	International Standards Organisation
ITS	Internal Technical Support
JSP	Joint Service Publication
KiD	Knowledge in Defence
MOD	Ministry of Defence
MODREC	Ministry of Defence Research Ethics Committee
OTS	Off-The-Shelf
PT	Project Team
RAIDO	Risks, Assumptions, Issues, Dependencies and Opportunities
SOC	Strategic Outline Case
SP	Solution Provider
SQEP	Suitably Qualified and Experienced Person/Personnel
SRD	System Requirements Document
SRO	Senior Responsible Owner
URD	User Requirements Document
UK	United Kingdom