



Defence and Security
Accelerator

Defence People Innovation Challenge – Launch event

27 March 2018





Welcome & introduction

Jennifer Leech – Operations Lead, DASA



Housekeeping

- fire / emergencies
- facilities
- mobile phones (switch them onto silent)
- Identifying people



Event app

- Agenda
- Biographies
- Delegate information
 - Chat and business card sharing
- Venue information
- Reference library
- Feedback



Agenda - Morning



Defence and Security
Accelerator

Time	Activity
09:25 - 09:30	Welcome & introduction – Jen Leech
09:30 - 09:50	Keynote – Minister of State for the Armed Forces Rt Hon Mark Lancaster TD VR MP and Chief of Defence People Lieutenant General Richard Nugee CVO CBE
09:50 -10:50	Coffee & networking
10:50 -11:00	Defence and Security Accelerator Overview – Mark Darvill
11:00 -12:00 Challenge briefings (including Q&A)	Challenge 1 - Recruitment – Lt Col Rory Pogson
	Challenge 2 - Skills & Training – Col Andy Deans
	Challenge 3 - Retention – Michael O'Connor
	Challenge 4 - Motivation - Michael O'Connor
	Challenge 5 – Rehabilitation – Col John Etherington
12:00 -12:20	Competition design and exploitation – Jen Leech/ Joe Hemming
12:20 -13:15	Lunch (book face-to-face meetings at registration desk)

Agenda - Afternoon

Time	Activity	Time	Face-to-Face meetings
13:15 - 13:50	How to work with the Accelerator – Mike Madden	13:30 - 15:30	Park Suite 1: Challenges 1 - 4
13:50 -14:00	Break		Park Suite 3: Challenges 1 - 4
14:00 - 15:00	How to submit a great proposal – Mike Madden		Park Suite 5: Challenges 1 - 4
15:00 -16:00	Networking		Park Suite 7: Challenges 1 - 4
16:00	Event close		Park Suite 8: Challenge 5 only

Keynote speakers



**The Rt Hon Mark Lancaster TD
VR MP
Minister of State for the Armed
Forces**



**Lieutenant General Richard Nugee
CVO CBE
Chief Defence People**



Defence and Security Overview

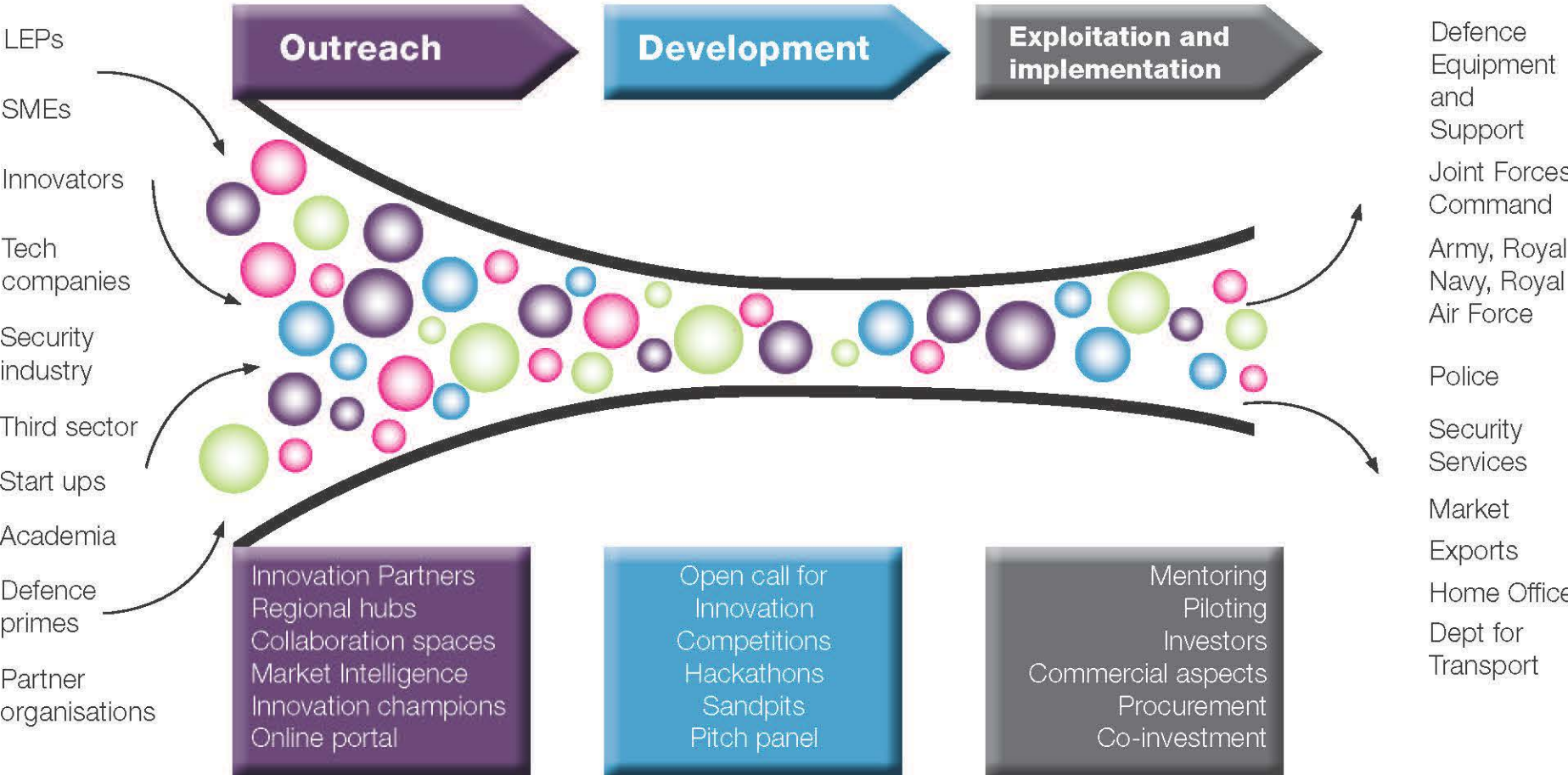
Mark Darvill – Innovation Lead, DASA





We find and fund exploitable innovations which support the defence and security of the UK faster and more effectively, and seek to generate economic value for the UK.

DASA Operating Model



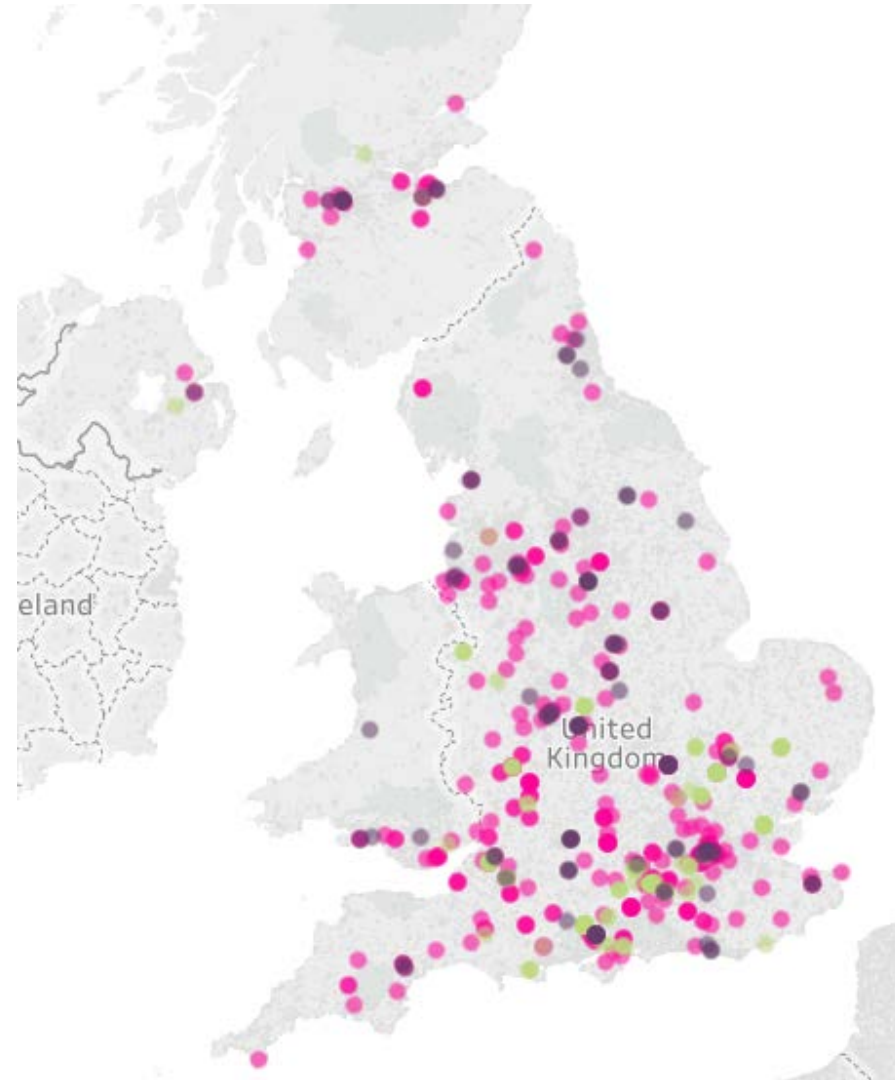
Core services



Ask for help through our Innovation Partner network

11 Innovation Partners located regionally

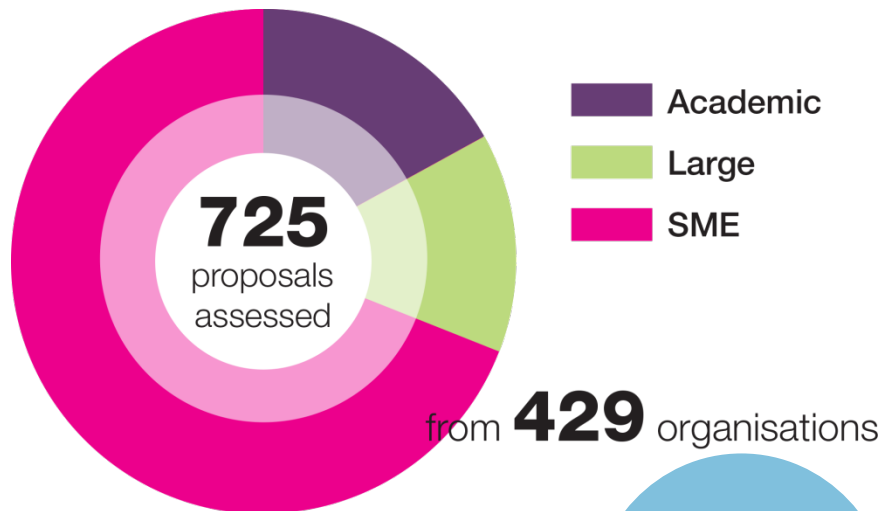
- South West
- South East
- Central Southern England
- London
- North Home Counties & East Anglia
- North West & North Wales
- North East
- West Midlands & South Wales
- East Midlands
- Scotland
- Northern Ireland



Key facts



Defence and Security
Accelerator



3 weeks to contract

750 assessors

40% new recipients

>> TRIALED

>> MULTITRL

>> FAST TRACK

>> 1 PAGE PITCH

>> PITCH PANELS

>> HIGHER MAX BIDS

>> SHORT FORM CONTRACT

Dec 16 – Feb 18

Investment of
£19.6m

We've funded
155 projects



Phase 1
1:5
successful

Phase1
£85k

Phase2£
291k

Defence
Innovation Fund
£3.9m

MOD Science
£11.4m

Security
£4.3m

Allocated to date
£19.2m

DASA: delivering innovation at pace

Why work with us?

Benevolent terms and conditions

- all intellectual property remains with you
- we take no equity

Rapid contracting, including new short form contract

We will work to exploit your idea

- routes to market
- real world impact for research

Events to bring together Government,
end-users, private sector and academia





Defence and Security
Accelerator

Defence People Innovation Challenge – Challenge briefs





Challenge 1: Recruitment

Lt Col Rory Pogson – Recruiting Policy, People
Strategy





Help Defence to....

- Recruit the right mix of capable, resilient and motivated people, by enabling us to optimise our processes, exploit our current management information and understand and engage with potential recruits.
- Particularly young people, under-represented communities and those with specialist skills or knowledge.

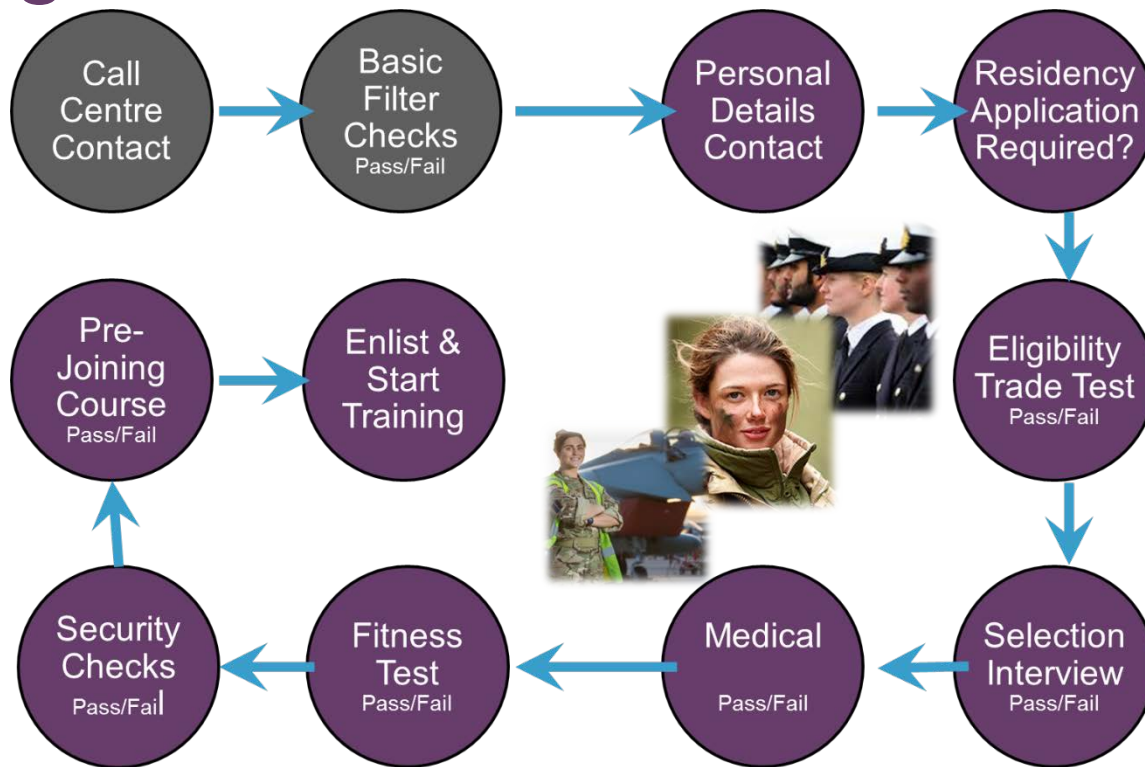
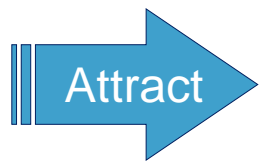


Recruiting Environment

- UK economic growth / employment levels
- Demographics: 16-24 year olds & 7 year trough
- Demographics: 25% of eligible population BAME
- Competition for talent: Apprenticeships & colleges
- STEM shortage and competition
- Current Armed Forces public profile



Recruiting Process





We seek innovative approaches to
improve the way we attract talent and
manage applicants through the recruiting
process



Solutions could....

- Understand Gen Z perceptions of the AF and why some don't consider us
- Improve applicant behaviour & engagement with the recruiting process
- Identify candidate aptitude for emerging specialist roles such as 'cyber'
- Exploit modern technology to identify better methods of achieving the outcomes of the current system
- Better appeal to non-traditional and under-represented groups
- Increase the conversion rate of enquiries to applicants
- Increase number of suitable applicants



Help Defence to....

- Recruit the right mix of capable, resilient and motivated people, by enabling us to optimise our processes, exploit our current management information and understand and engage with potential recruits.
- Particularly young people, under-represented communities and those with specialist skills or knowledge.



Challenge 2: Skills and Training

Col Andy Deans – Through Life Development, Training
Education Skills & Resettlement (TESR)





Help Defence to....

- Understand and track the knowledge, skills, experience and other attributes already available within our people, enable their development.
- Both as individuals and collectively, to meet the needs of the organisation or for self-improvement, and better identify individuals for tasks or roles.
- We are particularly interested in solutions that provide approaches to more effectively deliver training outputs, reduce the time spent in training and drive efficiencies.



Our People's Skills

- Workforce requires the knowledge, skills & experience
- Whole Force by Design
- Terminology
- Scope





Armed Forces Individual Training

- Initial
- Professional
- Career
- Operational
- Scale
 - 13,000 Regular
 - 6,000 Reservists





Civil Service

- Mandatory Training
- Personal Effectiveness
- Leadership & Management
- Professions Specific





Collective

- Team to complex exercises
- 3 Services
- Other nations





The Challenges

- Speed to Skill
- Improving Productivity
- Reducing Demand for Skills





Solutions may....

- Reduce cost
- Improve capability
- Reduce skills fade
- Improve supply of skills
- Improve learning culture





Factors to consider

- Methodology
- Technologies
- Mind-sets
- Organisation
- Human capital
- Leadership



Help Defence to....

- Understand and track the knowledge, skills, experience and other attributes already available within our people, enable their development.
- Both as individuals and collectively, to meet the needs of the organisation or for self-improvement, and better identify individuals for tasks or roles.
- We are particularly interested in solutions that provide approaches to more effectively deliver training outputs, reduce the time spent in training and drive efficiencies.



Challenge 3: Retention

Michael O'Connor – Strategic Workforce Analysis,
People Strategy

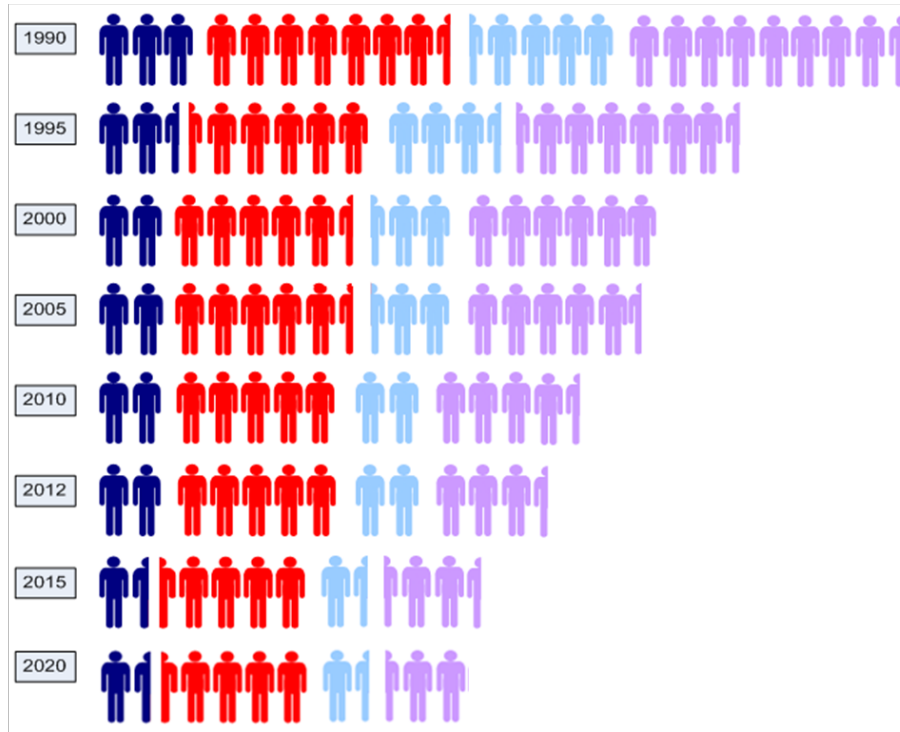




Help Defence to....

- Retain our people for longer, enabling us to recognise, utilise and exploit skills and experience more fully.
- Particularly interested in solutions that increase our understanding of what drives people to stay, but also provide clear sign-posting of their choices within the organisation.
- Enables us to optimise the evidence base for policy decisions.

Recruitment and Retention challenges masked by restructuring



1990 - "Options for Change" reduces armed forces by 18%

1993
Contractorisation of AWE (6,000 Posts)

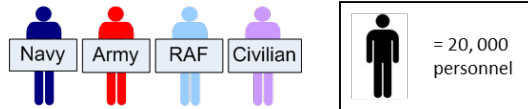
1998 - Strategic Defence Review

2001 - Creation of QinetiQ (8,000 posts)

2004
"Delivering security in a changing world"

2010
Strategic Defence and Security Review

2015
Strategic Defence and Security Review

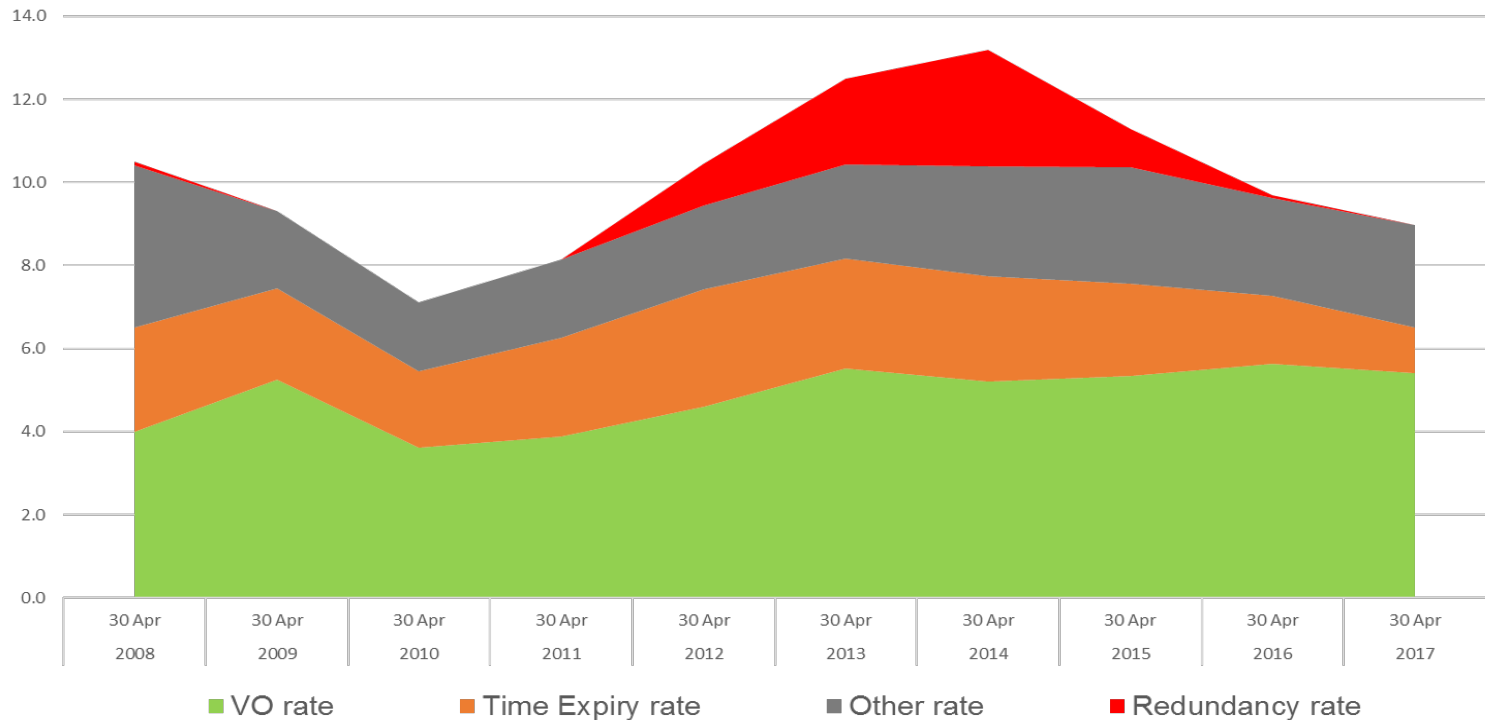


Apr 1990 Total - 479,000
(306,000 Mil, 173,000 Civ)

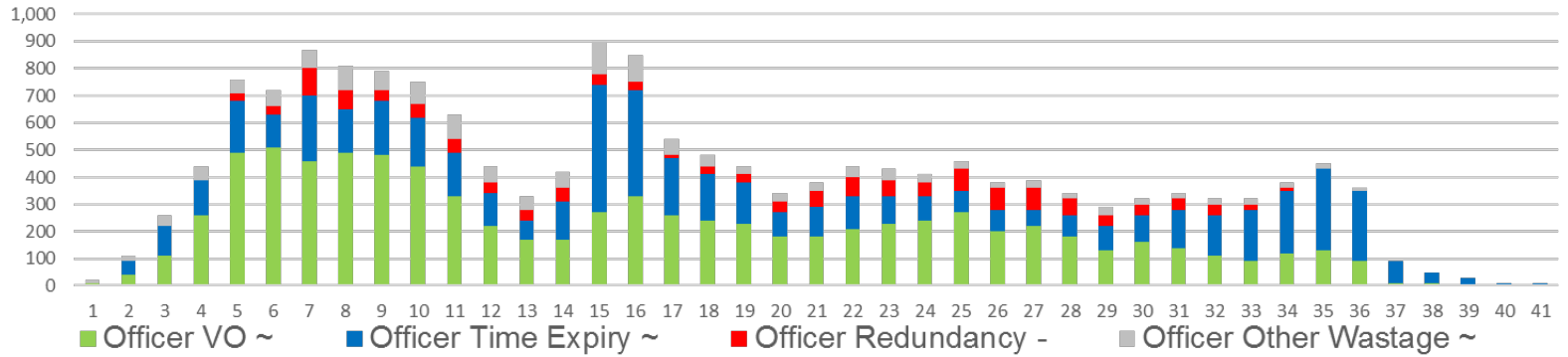


2020 Total - 185,200
(144,200 Mil, 41,000 Civ)

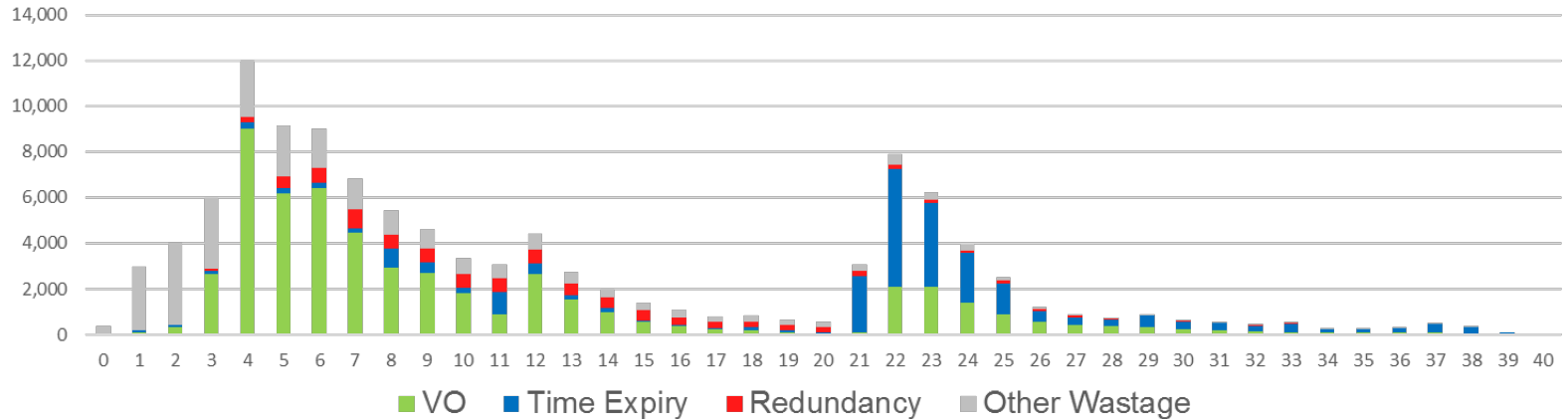
Armed Forces Trained Personnel Reason for Exit % Rate (All Services)



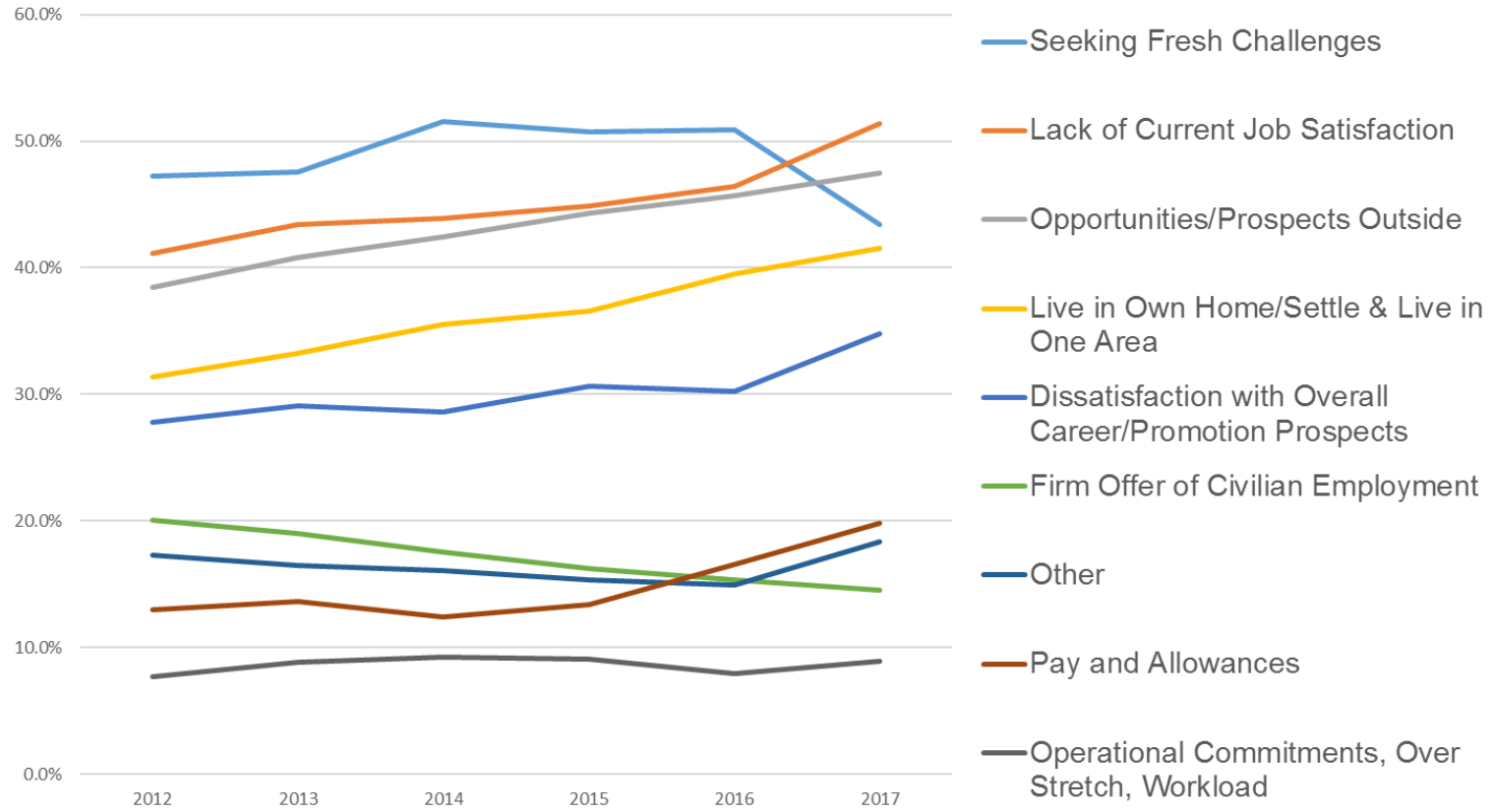
Officers Trained Outflow 08/09-15/16 - Numbers



All Services Other Ranks Outflow [08-08-15/16 – Numbers]



Regular VO - Reasons selected for leaving (Tri service – as % of calendar year total)





Solutions may.....

- Increase Defence's systemic understanding of retention of the Whole Force, providing for the systematic mechanism(s) to gather honest data periodically that can inform the development of policy enabling us to increase the average length of time that people work for us.
- Increase our ability to access niche military skills after people leave regular service (for example through Reserve Forces / FTRS service).
- Strengthen management information tools to increase the data we have on those people with critical skills so that we can better manage their career and identify opportunities to align current efforts addressing voluntary outflow and retention into a unified approach.



Solutions may.....

- Increase people's understanding of the total-reward offered in Defence and enable us to better communicate this to individuals.
- Identify and assess the behavioural implications of changes to different elements of remuneration (Pay, FRI, RRP) and any non-remunerative elements of the employment offer and how they interrelate on the decisions of service personnel and future joiners relating to careers in the Armed Forces.



Factors to consider.....

- How do we best balance expectations against the reality of employment?
- Can we seek to better differentiate the offer to allow for more personal choice?
- How do we undertake workforce analysis to understand what cohorts of personnel are the highest priority to retain?
- How do we understand and cater for what new generations coming in to the labour market want from a career in the MOD?
- How should we determine how it values differing skill sets (critical skills, technicians, aviators etc) and how should this affect specialist pay supplements/financial incentives.
- Solutions must also take account of the facts that people join one of the three Services, not 'Defence' as such.



Help Defence to....

- Retain our people for longer, enabling us to recognise, utilise and exploit skills and experience more fully.
- Particularly interested in solutions that increase our understanding of what drives people to stay, but also provide clear sign-posting of their choices within the organisation.
- Enables us to optimise the evidence base for policy decisions.



Challenge 4: Motivation

Michael O'Connor – Strategic Workforce Analysis,
People Strategy





Help Defence to....

- Improve engagement levels, ideally through empowerment, commitment and leadership.
- We would like to gain an understanding of the tools and techniques that would improve communication with all ranks, reaching groups that work remote from standard corporate systems, such as our Reserves, and that deliver messages that are trusted.
- We also want solutions that increase the sense of well-being and resilience.



Why motivation matters?

Employee engagement drives outputs:

- Quality (efficiency and effectiveness)
- Quantity (productivity)
- Retention of self
- Retention of others
- Behaviours towards others (team morale and outputs)
- Non-discretionary and Discretionary activity
- Recruitment (most believed source of information about Service life)



Why do we think this is a challenge for MOD? (1)

- Purpose of the Services is fairly self-explanatory and acknowledged to be important
- However...evidence from internal research shows a deficit
 - Morale of self, unit and Service
 - Motivation to achieve objectives
 - Satisfaction with senior leaders and management of change initiatives
 - The way senior leaders communicate
 - Perceived disconnect between senior leaders and 'life on the ground'



Why do we think this is a challenge for MOD? (2)

- Is the role and purpose of the Civil Service as well understood and valued as that of the military?
- Evidence from internal research reveals...
 - Positive interest in work
 - Concern over pay and benefits package (feeling valued)
 - Change not managed well and not usually for the better
 - Not safe to challenge



What we are looking for? (1)

- Enable military and Civil Service personnel to feel valued for the work they do.
- Provide a speedy means to identify issues that are reducing motivation.
- Provide performance metrics for understanding the effect of poor motivation.
- Improve understanding of the impact of change and efficiency savings on motivation and performance.
- Enable leaders (at all levels) to increase levels of trust and confidence in them.



What we are looking for? (2)

- Help us to understand how we can develop more effective feedback at all levels of the organisation.
- Improve approaches to challenge and listening.
- Increase our ability to understand and communicate with **hard-to-reach** groups.
- Strengthen the psychological contract from the initial application through to the end of service and beyond.
- Increase our people's sense of well-being and resilience.



Factors to consider (1)

- How do we communicate with our people using channels and methods that resonate with them? Are we able to adequately measure the impact our communications have on their understanding?
- How do we understand what the key motivators of our people are to target the employment offer?
- How can we better match personal motivations with Service needs through innovative career management?



Factors to consider (2)

- How can we provide feedback to senior leaders which encourages/supports a more “360 degree” approach to leadership and engagement across the work force?
- How can we accelerate career progression of talented individuals in what has traditionally been a very rigid and rule based system?
- How can we reduce change fatigue in an organisation that is continually evolving?
- How do we collate / understand the perceptions and attitudes of our workforce in ‘real-time’ to understand organisational climate and monitor morale?



But...

- Work on-going within the Department
- But we know we don't have all the answers...

Over to you!



Help Defence to....

- Improve engagement levels, ideally through empowerment, commitment and leadership.
- We would like to gain an understanding of the tools and techniques that would improve communication with all ranks, reaching groups that work remote from standard corporate systems, such as our Reserves, and that deliver messages that are trusted.
- We also want solutions that increase the sense of well-being and resilience.



Challenge 5: Rehabilitation

Col John Etherington OBE FRCP L/RAMC
Director of Defence Rehabilitation, Surgeon General Department





Defence Rehabilitation

- Enhances Fighting Power
 - Physical Component
 - Moral Component
- Maximising Force Generation
- Reducing Financial Costs



Defence Rehabilitation

- Unique Integrated Rehabilitation Service
 - Musculo-skeletal
 - Neurological
 - Complex Trauma

- Promote / Prevent / Protect /Treat



Musculo-skeletal Injury

- The leading cause of:

Morbidity – 19% had MSKI in last 3 months

Medical discharge (61% from initial training & Field Army)

MSKI is estimated to cost £86M per annum to the British Army



Help Defence to....

- Prevent MSKI - Solutions should provide insight into physiological training data to enable optimisation and individualisation of training and treatment programmes. Solutions could include the use of telemetry to optimise strength and conditioning practices in military training.
- Support clinical outcomes during MSKI rehabilitation programmes by optimising individual exercise-based rehabilitation programmes.
- Seek to increase the physical, psychological and emotional resilience of individuals and the social resilience of teams, in order to reduce the risk of MSKI and mental ill-health and enhance rehabilitation.
- Promote and enhance the long-term adoption of health behavioural changes (smoking, nutrition, hydration, sleep etc) that are current risk factors for poor MSK health.

Factors to consider:



- That we don't yet understand the full spectrum of occupational risk of MSKI, which are not limited to physical training, and solutions may also enable an improved understanding.
- Solutions may have utility in both prevention and rehabilitation of physical and mental illness and injury.
- MOD is not looking for solutions to increase organisational, family or economic resilience.



How the competition will work

Jen Leech – Operations Lead, DASA



Our website

<https://www.gov.uk/government/publications/accelerator-competition-defence-people-innovation-challenge>



Notice

Competition document: Defence People Innovation Challenge

Updated 19 March 2018

Contents

1. Introduction
2. Background
3. People Challenges
4. What we don't want for these challenges
5. Competition Design
5. MOD Research Ethics Committee
6. Dates
7. Queries and Help

1. Introduction

This Defence and Security Accelerator (DASA) competition seeks innovative solutions to how the Ministry of Defence (MOD) manages our people, both military and civilian. Building on the UK's long tradition for developing effective, highly skilled Armed Forces and civilian workforce, we strongly believe in continuous improvement, and identifying and adopting new ideas, technologies and processes from other sectors.

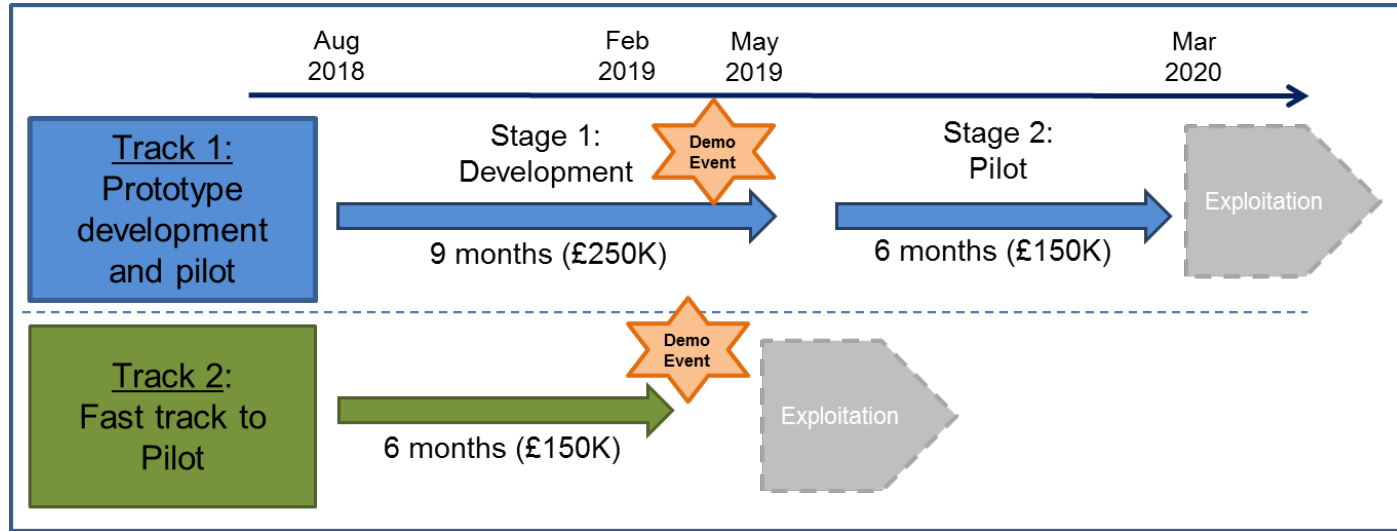
The Defence People innovation challenge will focus on the following 5 themes which we consider offer the greatest scope for innovation and direct benefit to the management of people in the MOD:

- Challenge 1 - recruitment
- Challenge 2 - skills and training
- Challenge 3 - retention
- Challenge 4 - motivating the workforce
- Challenge 5 - rehabilitation within the workforce

Competition design

Challenges

1. Recruitment
2. Skills & training
3. Retention
4. Motivation
5. Rehabilitation



- up to £3 million available for this competition
- submit into any of the 5 challenges and into one of the 2 tracks
- we will accept proposals that cover several of the challenges
- supplier collaboration encouraged

Defence People Challenge



Key Dates

- Launch Webinar – 18 Apr 2018
- Competition Closes – 16 May 2018 (midday)
- Concept Selection Day / Funding Decision – mid-July
- Contract start date – mid-Aug (target)



Defence and Security
Accelerator

Online submission

Submit your proposal to the Accelerator

The Defence and Security Accelerator funds proposals for proof-of-concept research. If you already have a product, you should speak to the [Defence Suppliers' Service](#).

New users should click the 'Start now' button below. It'll allow you to set up an account with us. You can then begin putting together your proposal for funding (or [if you've already registered sign in here](#)).

You'll be able to save your proposal and finish it later if you need to.

You can submit proposals for both our themed competitions and the enduring competition here and they'll be assessed before we decide if we'll fund or not.

You mustn't submit any classified information to the Accelerator. [Find out more about government security classifications](#).

Start now >

Or [sign in](#) if you already have an account.

Guidance

[Submitting your proposal](#)

[How your proposal is assessed](#)

[How we protect your IP \(intellectual property\)](#)

[Terms and conditions](#)



Exploitation

Joe Hemming – Exploitation Lead, DASA



DASA Exploitation Enterprise - MoD

