

Data Driven Organisations - Task Mandate

Version Control

Version Number	Description	Date	Comments
0.1	Initial content creation for approval	10 Jun 21	
0.2	Re-worked to reflect governance model and structure of task	05 Aug 21	
0.3	Edit	6 Aug 21	Mandate edited by Tony Butler

Governance

- Sponsor: Richard Hamber (MOD)
- Task Group Lead: Industry partner tbc
- TD Info Support: Tony Butler & Steve Green

Background and Requirements

Within the Support Transformation programme, the key transformation activities are conducted under the Business Modernisation for Support (BMfS)¹ programme. One of the potential outcomes from this programme is the delivery of a Data-driven Support Function on behalf of CDLS. To fully situate the opportunities offered by BMfS, this project will draw on the experience of other organisations that have transformed to become data-driven. Not a new concept, a data-driven organisation is one that makes business decisions based on data; the more reliable, timely and accurate the data – the better the subsequent decisions. Further, this concept is applicable at all levels within an organisation and so relies upon appropriate quality for all in-scope data.

Gartner predicts that by 2020, 80% of organisations will initiate deliberate competency development in the field of data literacy and acknowledges an extreme lack of suitably qualified and experience people in this field. Increasingly, organisations are realizing this and beginning to look at data and analytics in as a primary driver of value generation and business strategy. Within the context of BMfS, this project will examine current practice with regard to staff capabilities to produce:

- Data fluent employees able to turn big data into actionable insights (including an understanding of how to interpret it, know what data are (or are not) available and how to apply data appropriately;
- Employees who are Data literate. (This is defined as the ability to read, work with, analyze, and 'test' data attributes.);
- Enhanced soft skills, in particular:
 - Critical thinking skills: agility, collaboration, creativity, and problem-solving;
 - Business skills: communication, negotiation, leadership, project management, planning, delegation, time management, privacy, and ethics.

¹ Not exclusively BMfS; Engineering Support Transformation and F&RP are equally relevant to the delivery of a Data-driven Support Function.

Outcome

The aim of the task is to learn from organisations that have made or are making the transformation to become data-driven. Specific outcomes include the identification of interventions in current Support Transformation activities to anticipate challenges and accelerate the delivery of a data-driven support function. Whilst technology has an important role to play in this function, organisation, learning and success metrics will each be considered in the investigation.

Deliverables

The task group is to provide:

- A report illustrating the challenges faced and mitigation adopted and methodologies adopted for accelerating delivery with examples of success
- A report (or reports) illustrating how the organisations have created data-fluent employees, the training provided and the skills expected, and measures that proved the successful Reports illustrating how the organisations have created data literate employees, the training provided and the skills that resulted
- A report (or reports) demonstrating where organisations have created critical thinking and business skills, the training provided and the skills expected, and measures that proved the successful delivery of these two skill sets.

Task Group

The work will draw from TD-Info member organisations and colleagues. Roles for Task group include:

- Task Lead to support managing overall task structure and work packages
- Content Authors
- Content contributors (individuals giving business perspectives, best practice and case studies to support output)
- Reviewers/ editors to peer review output document

Task Duration

8 – 12 weeks.

Communication

1. The outcomes will be presented to the sponsor, the TD-Info Executive Team and to the Data sub-working group.
2. The Reports will be available for download from the TD-Info website.

Activities

1. Mobilise – establish team, set up work environment, agree tasks.
2. Conduct discovery - across Defence Industry.
3. Assess the current status of data-preparedness to baseline the maturity of data-driven organisations, the range and scale of transformation, tools and techniques adopted and associated skill sets.
4. Consider any constraints identify opportunities and risks, consider exploitation of current activities with gap analysis and consequent pros and cons.
5. Map out the report - identify issues, propose recommendations, and provide views on the application of the findings into the related Support Transformation programmes.
6. Produce the report.
7. Submit for peer review
8. Communicate and distribute



Ways of Working

- All information will be available to all members
- Content will be created collaboratively
- Content is to be peer reviewed and agreed
- Regular progress calls will be scheduled to share interim findings and direct future work