



DSAT Series

How to Meet Requirements 9 of 9

Scope	Analysis	Training Design & Development			Delivery	Evaluation & Validation
		Stage 01	Stage 02	Stage 03		

As mandated by the Chief of Defence Procurement (CDP), the requirement for **Training Needs Analysis (TNA)** is typically triggered whenever new equipment is procured, or doctrine, organization or legislation undergo changes. In general, TNA should be conducted when a change in operational/business capability is likely to have a significant impact on training resources required (i.e., an increase or reduction); otherwise, the approach outlined in DSAT Analysis, Design, Development, Delivery, Evaluation and Validation should be followed. In brief, TNA is a structured survey and analysis of training requirements with the following characteristics:

- Compares different training methods and equipment, with a view to recommending the optimum training system that maximizes cost-effectiveness
- Offers highly flexible procedure with choice of supporting tools and techniques, that vary between projects
- Is systematic, output based, iterative process that provides audit trail for all decisions
- Enables the design of specialist training and the acquisition of training equipment/services, if required
- Does not and should not imply training will be the only solution

Prior to conducting a TNA, the following issues should be considered:

- **TNA Categories:** There are two main categories of TNA: Equipment and Non-Equipment. The type of project will influence the nature and timing of the TNA effort
- **Adaptability of Methodology:** Since every TNA project will be different, the TNA methodology should be tailored to suit the specific requirements of individual projects but must always provide a full audit trail
- **Interactive Nature:** Although the TNA is carried out by completing a number of stages in a linear sequence, the process is essentially iterative and aims to include all supporting data, stage reviews and assumptions. Since many factors, risks and assumptions are liable to change during the conduct of a TNA, outputs should be reviewed at every stage to ensure validity; and stages should be repeated if necessary
- **Audit Trail:** The TNA must generate a clear audit trail that outlines the sequence of events that lead to a training decision/solution, including the procurement of training equipment and/or services. Justification and supporting evidence for these decisions must be readily apparent
- **Assumptions:** To enhance the audit trail, assumptions made at each stage of the TNA including agreed owners, must form part of the output of that stage
- **Analysis:** When equipment (operational or training) forms part of a potential training solution, analysis must be conducted to ascertain the degree of fidelity required
- **Contractors:** The extent of contractors' involvement in the TNA process will vary according to training specialist manpower. All contracted out TNAs must receive input from SMEs, Service and/or Civil Service, to avoid arriving at a conclusion that is contrary to MOD and Service ethos or training policy



Step 1

Conduct TNA Scoping Study

DSAT Requires

- Identify the management of the TNA project
- Identify areas of risk
- List programming & resourcing issues
- State policies, assumptions & constraints
- Identify personnel affected by the requirement
- Highlight issues which could impact upon, or will need to be considered during TNA Development
- Produce TNA Scoping Report

ADVISOR Added Value

- ✓ Quickly identifies Jobs, Tasks, Training Objectives (TOs), Enabling Objectives (EOs), Knowledge, Skills, Attitudes, Courses, Lessons & Key Learning Points (KLPs) that may be impacted by new equipment, or changes to doctrine or legislation
- ✓ Facilitates the assessment of performance gaps by providing instantaneous access to the desired standard & conditions for each Mission & Training Objective (TO)

Step 2

Conduct TNA Development Requirements

DSAT Requires

- Conduct Operational/Business Task Analysis (OTA):
 - Establish the operational/workplace performance, conditions & standards required of individual & collective Tasks for the new or changed operational/business requirement
 - Produce preliminary Operational Performance Statement (OPS) or Competence Framework (CF)
- Conduct Training Gap Analysis (TGA):
 - Identify the training gap between the new operational/business need & current training provision in terms of knowledge, skills & attitudes
 - Produce statement of training gaps & associated implications against the operational/business capability
 - Evaluate whether existing training with current training resources will be adequate or if extra training is needed
 - Produce Training Objectives (TOs) & an initial analysis of the new system/requirement
- Conduct Training Options Analysis (TOA):
 - Evaluate different combinations of methods and/or media, which will bridge or partially bridge training gap(s)
 - Recommend the most cost effective training solution/services

ADVISOR Added Value

- ✓ Provides a flexible TNA methodology that can be easily configured for each project in line with needs
- ✓ Leverages current Tasks to quickly identify Tasks needed for new or changed operational/business requirement
- ✓ Maximizes training impact & optimizes resources by automatically analysing Job Tasks based on DIF Model to assess training priority & identify Tasks that no longer require training
- ✓ Generates TOs for Tasks that require training with the click of a button
- ✓ Prompts users for Standards & Conditions needed to generate TOs in line with DSAT
- ✓ Quickly identifies the training requirements for each Job by comparing the KSA Levels needed for new/changed operational/business requirement to trainees' Current/Entry Levels
- ✓ Minimizes the analysis time while preserving integrity by leveraging taxonomy to automatically group KLPs with similar characteristics
- ✓ Minimizes costly errors by assessing the viability of 40+ delivery options through a rigorous decision matrix that maps instructional requirements to the capabilities of each media



- Produce the Final Report:
 - State the requirement
 - State recommended training strategy & resources required to design & support training
 - Generate full audit trail for all TNA products
 - Identify implementation issues
 - Identify Post Project Evaluation (PPE) strategies
 - Produce an endorsed training solution, draft OPs/CF, draft Formal Training Statement (FTS), implementation plan & evaluation strategy
- ✓ Quickly forecasts & compares budget & resource requirements of viable delivery options while preserving quality control by storing common measures such as hourly rates of developers, instructors & support staff; per diem & travel costs; equipment start-up & operation cost, etc., in Templates
- ✓ Conduct multiple “what-if” scenarios in seconds. Assess the impact of an increase in throughput, changes to instructor/trainees ratios, use of alternate blends of delivery options, build versus buy, use of internal versus external personnel & so forth on budget, personnel & resources
- ✓ Assesses the risk of each delivery option based on organization experience & readiness
- ✓ Generates training gap, audit trail & comprehensive business case report to support recommendations with the click of a button

Step 3

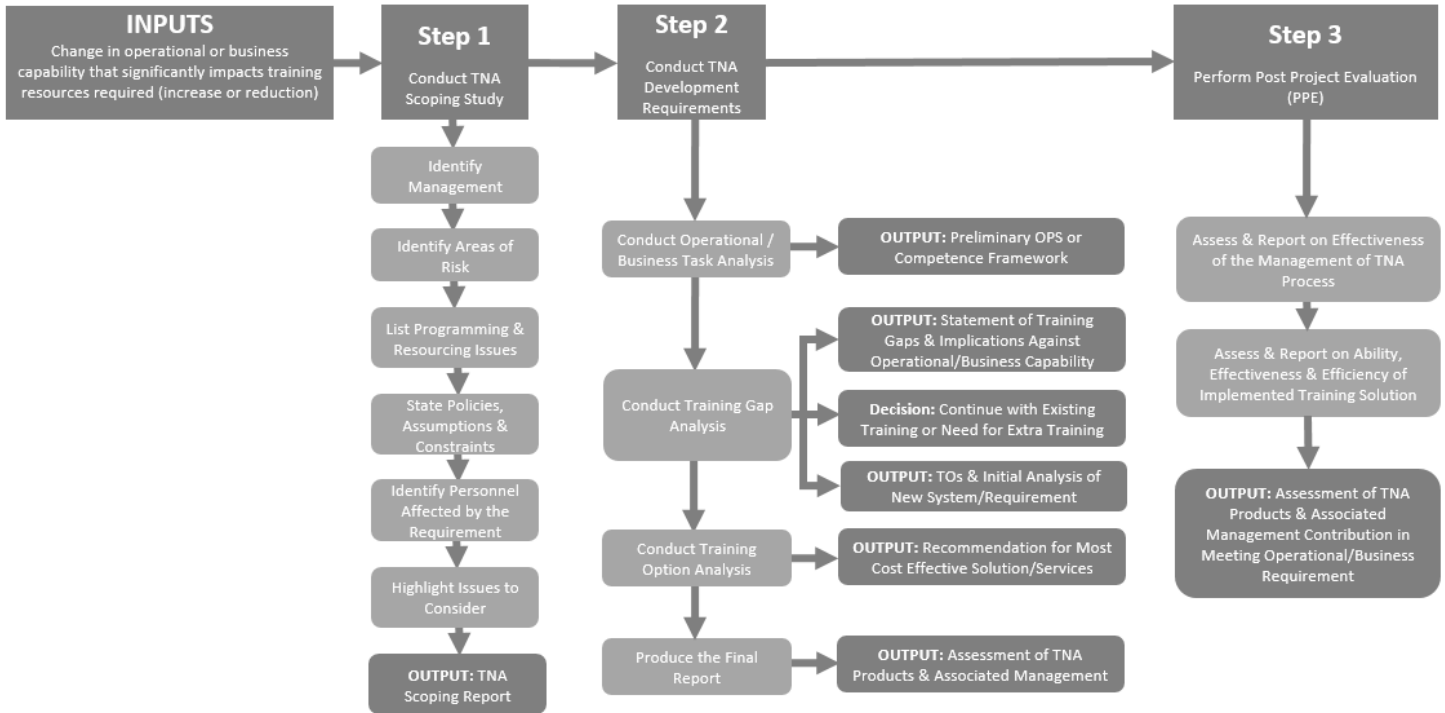
Perform Post Project Evaluation (PPE)

DSAT Requires

- Assess & report on the effectiveness of the management of the TNA process
- Assess & report on the ability, effectiveness, & efficiency of the implemented training solution to meet operational/business requirement
- Produce assessment of how well TNA products & associated management contributed to provision of a training requirement to meet the operational/business requirement

ADVISOR Added Value

- ✓ Facilitates the assessment of performance gaps by providing instantaneous access to the desired standard & conditions for each Mission, TO & EO
- ✓ Automatically compiles time & cost data from team members; compares the actual time & costs of each task to forecasts; analyses data & communicates results to project manager
- ✓ Provides comprehensive performance improvement model with root cause analysis function to quickly identify performance issues, zero-in on the source of the problem, assess the impact of TNA products & identify Plausible Solutions to achieve the desired outcome



Contact us today to find out how we can assist you in meeting DSAT requirements and drive training efficiency.