DATA ITEM DESCRIPTION

1. DID NUMBER: DID-ILS-DEF-PNAR-
2. TITLE: Performance Needs Analysis Report
3. DESCRIPTION and intended use

The Performance Needs Analysis Report (PNAR) documents the results of the Contractor's performance needs analysis, which is undertaken during the ‘*analyse’* phase as defined by the Systems Approach to Defence Learning (SADL) model (ie, including analyse, design, develop, implement and evaluate phases). The PNAR identifies the activities and level of performance needed by Personnel to operate and support the Materiel System. The PNAR also identifies recommended Training solutions.

Note: While the SADL recognises different forms of learning, the Contract seeks formal Training methods that can be delivered by a Defence unit or support contractor. Also, the SADL Analyse phase focuses upon a single job, whereas a PNAR may cover a range of jobs.

The Contractor uses the PNAR to:

document the results of the performance needs analysis, including the identification of the new or modified skills required to operate and support the Materiel System;

inform the Commonwealth of the formal learning and development (ie, Training) solutions recommended to address the performance needs;

provide input into the Training Requirements Specification (TRS), when included in the Contract, for each new or modified course requirement identified; and

inform the planning of the Training design and development phases.

The Commonwealth uses the PNAR to:

understand the scope of the Training programs to be designed and developed;

assist in evaluating the design of the Mission System and Support System Components (eg, the complexity of human-machine interfaces);

gain an understanding of implementation requirements, including Commonwealth involvement in course accreditation, Support Resources and Training delivery; and

inform the learning and development strategies to be prepared by Defence (in accordance with the SADL) for internal use.

1. INTER-RELATIONSHIPS

The PNAR is subordinate to the following data items, where these data items are required under the Contract:

Integrated Support Plan (ISP); and

Training Support Plan (TSP).

The PNAR inter-relates with the following data items, where these data items are required under the Contract:

Task Analysis Reports (TARs);

Training Requirements Specifications (TRSs);

Learning Management Packages (LMPs);

Human Engineering Program Plan (HEPP);

Personnel Resources Requirements List (PRRL); and

Contract Master Schedule (CMS).

1. Applicable Documents

The following documents form a part of this DID to the extent specified herein:

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| --- | --- |
| 1. SADL Guide | 1. Defence Learning Manual chapter 4: the *Systems Approach to Defence Learning Practitioners’ Guide* |

1. Preparation Instructions
   1. Generic Format and Content

The data item shall comply with the general format, content and preparation instructions contained in the CDRL clause entitled ‘General Requirements for Data Items’.

When the Contract has specified delivery of another data item (eg, a database) that contains aspects of the required information, the PNAR shall summarise these aspects and refer to the other data item.

The data item shall include a traceability matrix that defines how each specific content requirement, as contained in this DID, is addressed by sections within the data item.

Unless specified otherwise in the SOW, or an applicable Approved plan, the *SADL Guide* provides guidance for the generic format of the subordinate documents identified in this DID.

* 1. Specific Content

Note: The SADL Guide includes templates for supporting information (in annexes) that require additional Commonwealth information in order to support internal approvals and management.

* + 1. General

Unless otherwise specified in the Contract, the PNAR shall address performance needs for:

Commonwealth Personnel,

Contractor (Support) Personnel, and

Subcontractor (Support) Personnel.

The PNAR shall include a document hierarchy showing annexes / supporting information. For example:

Performance Needs Analysis Report

Job Details

Job Task Profiles

Job Specifications

Target Population Profiles

Gap Analysis Statements

Feasibility Analysis Reports

Support Resource Business Cases

Risk Assessments

Existing Training course details and Units of Competency

The document hierarchy shall display how the PNAR is organised to cover the different trade and/or professional groups that will operate and support the Materiel System.

* + 1. Performance Needs Analysis Summary

The PNAR shall include an introduction that summarises the range of learner groups analysed and the source of new and/or modified performance needs, such as the modified or developmental components of the Materiel System.

The PNAR shall summarise the analysis of performance needs undertaken, highlighting any differences from the Approved TSP or Approved ISP, whichever is the governing plan under the Contract, and including:

a description of the methodology, tools and data sources employed;

the key assumptions on which the analysis was based; and

the process undertaken to develop:

job task profiles,

job specifications,

target population profiles, and

gap analysis statements.

* + 1. Job Task Profiles

The PNAR shall include *Job Task Profiles* (SADL product AP3) as annexes that, for each job and for each new or modified task within that job, include:

a unique task reference number;

a description of the task to be performed (performance requirement), including:

identification of each task that is unique to the job, with an assessment of the difficulty, importance and frequency of each task;

identification of tasks that are common with another job, with reference to the related job task profile; and

cross-references to source information (eg, Task Personnel Competency Reports when required under the Contract);

the work conditions (ie, environmental factors) relevant to job / task performance;

standards for task performance and the associated evaluation methods;

details of licences or other formal qualifications required to perform the task;

the identification of potential alignment with Units of Competency (UoCs), or elements of UoCs, from Training packages within the national register of Vocational Education and Training (VET); and

any applicable comments in relation to the topics above.

Note: Depending upon the requirements of the Contract it may be necessary for the Commonwealth to be involved in the development or provision of Job Specifications and/or Target Population Profiles.

* + 1. Job Specifications

The PNAR shall include draft *Job Specifications* (SADL product AP4) as annexes that, for each new or modified job for which Training is recommended, includes:

the title or descriptive name for the job;

a designation, identifying the trade category / skill specialty and level, and the organisation / work group to which the job belongs;

a short job description, which summarises the duties performed in accordance with the applicable job task profiles (clause 6.2.3);

the function, describing job performance in the context of the Materiel System;

job responsibilities, including delegated responsibilities and supervisory roles;

a summary of the environmental conditions including work conditions (from job task profiles), hazards, team environment, and physical and mental demands;

required security clearance and any medical or psychological requirements; and

details of the required experience, qualifications and other recommended Training.

The job specifications shall include relevant cross-references to the related job task profiles and target population profile.

The job specifications for Commonwealth Personnel shall incorporate any additional information provided by the Commonwealth.

* + 1. Target Population Profiles

The PNAR shall contain *Target Population Profiles* (SADL product AP5) as annexes that include, for groups of learners (to the extent known to the Contractor):

the job classification for the target population, including:

a designation / reference descriptor, if known / applicable;

situation (ie, trade, work area and experience / rank of the learner);

a job description (identifying the work involved);

the function (identifying the role / need within Defence); and

the work environment;

group and individual characteristics and qualities of the target population, including:

the geographic distribution;

professional experience (typical and prerequisite) of the population;

prior learning (eg, formal education and training) by the population, including competencies, qualifications, certificates and licences;

group characteristics including workforce stability (eg, turnover rates will be important in determining the expected numbers of learners per annum); and

the motivation for Training; and

learner characteristics including learning abilities and preferred delivery method; and

any comments applicable to the above information.

The target population profiles for Commonwealth Personnel shall incorporate any additional information provided by the Commonwealth.

* + 1. Gap Analysis Statements

The PNAR shall include a summary of the gap analysis undertaken, including the range of jobs and performance needs analysed.

The PNAR shall include *Gap Analysis Statements* (SADL product AP6) as annexes, to document the results of the gap analysis and which includes, for each applicable job task:

the task / subtask reference number;

the required task / subtask performance (from clause 6.2.3);

the related abilities of the target population (from clause 6.2.5);

if an existing Training course includes a learning outcome related to the task / subtask, details of the course name, number and the learning outcome; and

the identified gap, or no gap, between the abilities of the target population, considering existing Training, and the performance required by the job task profile (from clause 6.2.3).

Where an existing Training course includes a required learning outcome (6.2.6.2.d), the *gap analysis statement* shall include an assessment that considers the applicability of the learning outcome and course to the job, any modifications to the course needed to suit the job, and potential overlaps between the existing and any new Training course.

Each *gap analysis statement* shall include a recommendation, such as:

to conduct a feasibility analysis of Training solutions for the identified gap;

that a non-Training solution be investigated; or

that, based on the scope of tasks, a new job be created within the Commonwealth, with an explanation why the tasks could not be achieved within an existing job.

* + 1. Feasibility Analysis Process

Note: The Feasibility Analysis Process may be extensive for large programs. There may be many factors to consider and substantial business case analysis required. The input to this process is the identified gaps and the output includes the recommended Training solutions, including courses and perhaps modules.

The PNAR shall include a summary of the feasibility analysis process undertaken by the Contractor, highlighting any differences from the Approved TSP or Approved ISP, whichever is the governing plan under the Contract, and including a summary of:

the range of jobs, with identified performance gaps, that were analysed;

the Training solutions recommended;

any significant Support Resources recommended (eg, online training systems and Training Equipment including simulators or part-task trainers); and

significant risks and the Contractor’s proposals for risk mitigation.

The PNAR shall include *feasibility analysis reports* (SADL product AP7) as annexes, to document the results of the feasibility analysis (of Training) for each applicable job, including:

a title that identifies the job analysed;

a task / subtask reference number that is sufficient to cross-reference the job task profile, job specification, and gap analysis;

each Training delivery method considered (eg, classroom, online, on-the-job and blended solutions), including the Training provider (eg, Contractor (Support) or Defence);

an evaluation of each Training delivery method analysed, which considers:

advantages;

disadvantages, identifying the reasons for a Training delivery method being rejected;

any major Support Resources required; and

associated risks and mitigation strategies;

the recommended Training solution (or that no Training solution is recommended) and the rationale for that conclusion; and

an evaluation of common Training requirements across job types (which may be used to inform course and or module scope).

If a *feasibility analysis report* considers a significant Support Resource may be required, it shall include, or cross-reference, a business case that justifies the Support Resource on a cost-benefit basis (ie, a Support Resource may be justified by use with several courses and the business case should not be repeated in each feasibility analysis report).

* + 1. Risk Assessment Summary

Training-related risks shall be documented in the Risk Register; however, the PNAR shall summarise significant risks to the design, development, and implementation of the recommended Training courses and the Contractor’s proposed risk mitigation strategies.

* + 1. Recommendations

The PNAR shall outline the Contractor’s synthesis of the requirements for Training for all jobs, particularly focusing upon common Training requirements.

The PNAR shall outline the proposed Training solutions (as annexes for details of each job or course, if necessary), including:

the courses to be designed and developed; and

key requirements identified for each course (and included in a TRS (SADL product AP9) when a TRS is required under the Contract).

The PNAR shall detail how the proposed Training solutions combine to provide the most effective and efficient overall Training solution for the Materiel System.

* 1. Annexes

The PNAR shall include annexes, as required, for:

Job Task Profiles (SADL product AP3) (clause 6.2.3);

Job Specifications (SADL product AP4) (clause 6.2.4);

Target Population Profiles (SADL product AP5) (clause 6.2.5);

Gap Analysis Statements (SADL product AP6) (clause 6.2.6); and

Feasibility Analysis Reports (SADL product AP7) (clause 6.2.7).