



MINISTRY OF DEFENCE

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# **Lynx Wildcat PT**

## **Training Needs Analysis**

### **Statement of Requirements**

## Introduction

[REDACTED]

2. [REDACTED]

[REDACTED] In line with the guidance laid down in the Defence Systems Approach to Training (DSAT) Quality Standard (QS), this change in capability is of sufficient magnitude to merit the conduct of a formal training analysis. The [REDACTED] Project Manager within the DE&S Lynx-Wildcat Project Team has therefore placed a requirement for the conduct of a Training Needs Analysis (TNA). In order to set the context and shape of the TNA, a Scoping Study (SS) has thus been completed.

3. The Scoping Study (SS) identifies the management of the Training Needs Analysis (TNA) project, provide an overview of those personnel affected by the requirement and consider factors that may impact upon the conduct of the TNA, such as risks, resourcing, related policies and any assumptions or constraints.

## Current Fleet

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Aim**

8. The aim of this task is to conduct a Training Needs Analysis (TNA) and provide the resulting documentation in order to establish the baseline on which to develop the preferred training solutions and identify Value for Money (VfM) options for the Wildcat Training Programme Investment Appraisal (IA). The Scoping Report, arising from the Scoping Study, will be made available to the down-selected contractor.

**Requirements**

9. The TNA would be managed by a Steering Group and required to deliver an updated Operational Task Analysis (OTA), Training Gap Analysis (TGA), Training Options Analysis (TOA) and Final Report in order to refine the training requirements. TNA output would be required by 31 March 2016.

- a. **Operational Task Analysis (OTA).** This will be expressed as a preliminary Operational Performance Statement (OPS) for the main User groups. This deliverable will establish the required operational performance, conditions and standards.
- b. **Training Gap Analysis (TGA).** This will review the current training received by the User groups and identify all areas in which a new training need (gap) has been identified. The TGA must be undertaken with reference to the current training available (where applicable) and the identified training requirements. Gap Analysis will determine any differences between the current training being delivered and what training is required (needed) to deliver the required capability.
- c. **Training Options Analysis (TOA).** This will be conducted to examine the different combinations of methods to bridge the training gap. Each method will be analysed independently, or in combination, to identify the training effectiveness, cost effectiveness, risk and on job training requirements.
- d. **Final Report.** This will contain the analysis of the training solutions such that a decision can be made on the way training can be provided and justified. The report shall contain recommended training solutions for endorsement by the TNA Steering Group.

**Support**

10. Noting that the tasks require a significant understanding of rotary wing and synthetic training capabilities, the successful contractor will need to take account of world wide technological trends as well as extant training systems. Existing project documentation / studies may be provided as GFI by request as outlined in Appendix G.

11. Availability of and access to PT / Customer SMEs (personnel) shall also be ensured to enable team/stakeholder engagement, suitable progress



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updates and document version reviewing, further information is detailed in the Terms of Reference (TOR) at Appendix E.

**Outputs and Deliverables**

12. The outputs from the identified tasks above (14) shall utilise technical knowledge and expertise of rotary wing and synthetic systems training and be in the form of specified documentation, including executive summaries, indexes and appropriate GSC marking of the outputs produced. Delivery timescales can be found at Appendix C.

13. The TNA shall be used for the purposes of developing and supporting the Wildcat Training Programme. The following reports in Table 1 are to be produced and delivered via the identified media as part of this work:

Report	Draft Format (Soft Copy)	Draft Recipients	Final Format	Final Hard Copy	Final Recipients
OTA	MS Word 2003 on CD	TNA RG	PDF on 2 x CD	x 2 bound	Wildcat TNA SG
TGA	MS Word 2003 on CD	TNA RG	PDF on 2 x CD	x 2 bound	Wildcat TNA SG
TOA	MS Word 2003 on CD	TNA RG	PDF on 2 x CD	x 2 bound	Wildcat TNA SG
Final Report	MS Word 2003 on CD	TNA RG	PDF on 2 x CD	x 2 bound	Wildcat TNA SG
Master TNA (All reports as above)			All PDFs on 5 x CD		Wildcat TNA SG

**Table 1 - Media Delivery**

**Experience Required**

14. The Lynx-Wildcat PT require specialist technical support in developing the requirements to ensure that new equipments, upgrades and modifications are correctly scoped and defined.

15. In order to perform the required tasks efficiently and effectively from the outset the Contractor will need to provide personnel that have the appropriate skills and experience to enable the TNA process to be executed with maximum effectiveness and whom posses:

- a. Essential knowledge / experience of training methods utilised in training helicopter crews.
- b. Understanding of current training technologies, methods and applications.
- c. A current MOD Security Check which will be valid for the duration of the contract and knowlegde of the Government Security Classifications (GSC) for information assets; as documents will be up to (and including) RESTRICTED level under the old GSC and OFFICIAL – SENSITIVE under current GSC

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marking. Any Contractor systems or premises used to fulfil the contracted requirements must be suitable for document storage to this level.

16. There may be the need for the Contractor to attend meetings in a number of locations, primarily in the South of England, including (but not limited to) RNAS Yeovilton, RAF Odiham and AAC HQ, Middle Wallop. The Authority is willing to consider flexibility on the location of the Contractor during the development of the documentation, for those Contractors who use systems which satisfy (c) above. The contractor is expected to stipulate special requirements or expectations in enabling the fulfillment of the contract within the Technical Management Plan (TMP) (ref: SOR 2.1).

**Review Timescales**

17. This technical support is critical to defining the baseline for the VFM Review and technical options which will inform the Training IG Investment Appraisal (IA). It is essential that the TNA document set is completed no later than 31 March 2016 in time to support the MOD planned timeframes for Business Case submission.

**Scope of Work**

18. The Statement of Requirement (SOR) is detailed at Appendix B.

**Acceptance**

19. The TNA shall be assessed and evaluated in accordance with the terms as described in the Terms of Reference (TOR) at Appendix E; and in accordance with the TNA Acceptance Criteria referenced at Appendix F.

**Compliance**

20. A Compliance Matrix is provided at Appendix I which is to be utilised by The Contractor in their tender response.



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**Glossary**

**Abbreviation**

AAC  
AH  
ARF  
ATE  
AWL  
CI  
CIETP

COMAO  
CONEMP  
CPT  
CR  
CTR  
CTT  
DCTT

DSAT

EO  
EQ  
ET  
EW  
FARP

FE@R  
FMS  
FTD  
FTS  
HUMS

JFC  
JHC  
LAD  
[REDACTED]  
LWPT  
MAP

MCC  
MGBC  
MOB  
MRD

MRP  
MTE  
OPS

OSD  
OTA  
PSS  
RA

**Meaning**

Army Air Corps  
Army Helicopter  
Aviation Reconnaissance Force  
Aircrew Training Equipment  
AgustaWestland Ltd  
Command Instruction  
Compound Interactive Electronic  
Technical Publication  
Combined Air Operations  
Concept of Employment  
Cockpit Procedures Trainer  
Combat Ready  
Conversion to Role  
Conversion to Type  
Defence College of Technical  
Training  
Defence Systems Approach to  
Training  
Enabling Objective  
Environmental Qualification  
Environmental Training  
Electronic Warfare  
Forward Arming and Refuelling  
Point  
Force Elements at Readiness  
Full Mission Simulator  
Flight Training Device  
Formal Training Statement  
Health Usage and Monitoring  
System  
Joint Force Command  
Joint Helicopter Command  
Light Aid Detachment  
[REDACTED]  
Lynx-Wildcat Project Team  
Manual of Maintenance and  
Airworthiness Processes  
Mission Commanders' Course  
Main Gate Business Case  
Main Operating Base  
Modification Requirement  
Document  
MAA Regulatory Publications  
Maintainer Training Equipment  
Operational Performance  
Statement  
Out of Service Date  
Operational Task Analysis  
Private Sector Support  
Regulatory Article



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REME	Royal Electrical and Mechanical Engineers
SG	Steering Group
SRD	System Requirements Document
SS	Scoping Study
STE	Synthetic Training Equipment
TAD	Target Audience Description
TDA	Training Delivery Authority
TDT	Training Development Team
TGA	Training Gap Analysis
TNA	Training Needs Analysis
TO	Training Objective
TOA	Training Options Analysis
TRA	Training Requirements Authority
URD	User Requirements Document
WIST	Wildcat Integrated Support and Training
WMSS	Wildcat Mission Support System
WTC	Wildcat Training Centre
WTS	Wildcat Training Service

TRAINING NEEDS ANALYSIS STATEMENT OF REQUIREMENT (SOR)

SOR ID	Mandatory (M) Requirements	Output / Comment
M1	The Contractor shall ensure employees hold a minimum SC security clearance and provide evidence.	Contractor to verify
M2	The Contractor shall comply with the Government Security Classifications (GSC) policy for the marking of information assets.	Contractor to verify
M3	The Contractor shall confirm agreement of Milestone Payments as per APPENDIX D.	Contractor to confirm acceptance
M4	The Contractor shall confirm Certificates of Milestone Achievement will be provided	Contractor to confirm certificate provision

SOR ID	Requirement	Output / Comment
1	Introduction	
1.1	The Wildcat [REDACTED] Training Needs Analysis (TNA) shall comply with the requirements of the Authority's Defence Systems Approach to Training Quality Standards (DSAT QS), JSP 822, Part 4 (DSAT QS 001:2008).	



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<b>SOR ID</b>	<b>Requirement</b>	<b>Output / Comment</b>
<b>1.2</b>	The Wildcat TNA shall be developed in accordance with JSP 822, Part 5, Ch 3 Defence Training Support Manual (DTSM) 3, TNA.	
<b>2</b>	<b>Training Management</b>	
<b>2.1</b>	The Contractor shall provide a Technical Management Plan (TMP)	Technical Management Plan to be provided with tender response.
<b>2.2</b>	The Contractor shall produce a schedule of TNA deliverables which shall be agreed with the Authority.	Draft schedule of deliverables to be provided with tender response.
<b>2.3</b>	The Contractor shall complete the TNA and deliver all outputs no later than 31 March 2016.	Draft schedule of deliverables TBA with the Authority.
<b>2.4</b>	The Contractor shall provide TNA data and reports to enable review by the TNA Review Group (RG).	
<b>3</b>	<b>Scope</b>	
<b>3.1</b>	The Contractor shall conduct TNA for the following UK specific Wildcat AH Mk1 target audience: <ul style="list-style-type: none"> <li>a) Aircrew, groundcrew, maintainers and REME Aircraft Managers.</li> <li>b) Wildcat support services such as; <ul style="list-style-type: none"> <li>i. Wildcat Support Staff</li> </ul> </li> </ul>	

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<b>SOR ID</b>	<b>Requirement</b>	<b>Output / Comment</b>
	ii. Any personnel affected by a change in Wildcat type iii. Instructors for the above roles.	
<b>3.2</b>	The Contractor shall conduct a full TNA for the Wildcat [REDACTED] recommended solution; the Wildcat build standard aircraft.	
<b>3.3</b>	The Contractor shall ensure full traceability throughout the TNA document set.	
<b>3.4</b>	The TNA shall cover training post Conversion To Role (CTR) through to Combat Ready (CR) status (or equivalent level according to trade category).	
<b>3.5</b>	The Contractor shall conduct Operational Task Analysis (OTA) and deliver OTA report data in the specified formats.	OTA data; - <i>Preliminary Operational Performance Statement (OPS) or Competence Framework (CF)</i> Format: SOR Para 9, Table 1
<b>3.6</b>	The Contractor shall conduct Training Gap Analysis (TGA) and deliver TGA report data in the specified formats.	TGA data; - <i>Training Gap Statements</i> - <i>Training Objectives (TO)</i> - <i>Initial analysis of the new</i>



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SOR ID	Requirement	Output / Comment
		<p><i>system/requirement to inform the Training Options Analysis (TOA).</i></p> <p>Format: SOR Para 9, Table 1</p>
3.7	<p>The Contractor shall conduct Training Options Analysis (TOA) and deliver TOA report data in the specified formats.</p>	<p>TOA data;</p> <ul style="list-style-type: none"> <li>- <i>Recommendation of most cost effective training solution / service.</i></li> </ul> <p>Format: SOR Para 9, Table 1</p>
3.8	<p>The Contractor shall produce and deliver a Training Needs Analysis (TNA) Final Report in the specified formats.</p>	<p>Final Report;</p> <ul style="list-style-type: none"> <li>- <i>Draft OPS/CF</i></li> <li>- <i>Draft Formal Training Statement (FTS),</i></li> <li>- <i>Recommended Training Solution</i></li> <li>- <i>Implementation Plan</i></li> <li>- <i>Evaluation Strategy</i></li> </ul>

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SOR ID	Requirement	Output / Comment
		<p><i>system/requirement to inform the Training Options Analysis (TOA).</i></p> <p>Format: SOR Para 9, Table 1</p>
3.7	<p>The Contractor shall conduct Training Options Analysis (TOA) and deliver TOA report data in the specified formats.</p>	<p>TOA data;</p> <ul style="list-style-type: none"> <li>- <i>Recommendation of most cost effective training solution / service.</i></li> </ul> <p>Format: SOR Para 9, Table 1</p>
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<b>SOR ID</b>	<b>Requirement</b>	<b>Output / Comment</b>
		Format: SOR Para 9, Table 1
<b>3.9</b>	The Contractor shall provide contents, executive summaries and glossaries for each of the reports.	
<b>4</b>	<b>Software Compatibility</b>	
<b>4.1</b>	The Contractor shall deliver technical documentation compatible with MOD employed software: MS Office 2003, Adobe Reader 9 and Internet Explorer 8	
<b>5</b>	<b>Security</b>	
<b>5.1</b>	The Contractor shall describe how it intends to secure, handle and manage information, including information which may be provided to the Contractor by the MoD as GFI.	Describe in tender response.
<b>5.2</b>	The Contractor shall ensure all work undertaken on non MOD sites is done so in a secure environment (including system environments); which meet the requirements appropriate to the classification of information being developed or used.	Describe security measures to be employed.

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5.2	The Contractor shall ensure all work undertaken on non MOD sites is done so in a secure environment (including system environments); which meet the requirements appropriate to the classification of information being developed or used.	Describe security measures to be employed.



**Delivery Timescales**

DEL REF	Deliverable	Draft Version Date	Final Version Date	Task in support of item number in SOR
<b>1</b>	<b>Operational Task Analysis</b>			
1.1	OTA Report	TBA	+ 5 working days of TNA RG response	3.5
<b>2</b>	<b>Training Gap Analysis</b>			
2.1	TGA Report	TBA	+ 5 working days of TNA RG response	3.6
<b>3</b>	<b>Training Options Analysis</b>			
3.1	TOA Report	TBA	+ 5 working days of TNA RG response	3.7
<b>4</b>	<b>Final Report</b>			
4.1	Final Report Documentation	TBA	No Later than 31 March 2016	3.8

Note 1: Delivery date of Draft deliverables To Be Agreed (TBA) between the Contractor and MOD. Draft schedule of deliverables to be provided by the Contractor as per SOR item 2.2.

**Payment Milestones**

The Wildcat Commercial Manager will require Certificates of Milestone achievement (Appendix H) to be signed by The Customer (Army/JHC) and the Contractor to enable payment processing.

Item	Payment Schedule	£ % Split of Total Contract Value (TCV)	SOR REF
Deliverable 1.1	Delivery of TNA RG Endorsed OTA Final Report	[REDACTED]	3.5
Deliverable 2.1	Delivery of TNA RG Endorsed TGA Final Report	[REDACTED]	3.6
Deliverable 3.1	Delivery of TNA RG Endorsed TOA Final Report	[REDACTED]	3.7
Deliverable 4.1	Delivery of the TNA RG Endorsed Final Report	[REDACTED]	3.8

Note 1: SOR Para 9, Table 1 defines the required format specification for the deliverables (referenced within Appendix F - TNA Acceptance Criteria, ID.4)

Note 2: TNA RG = Training Needs Analysis Review Group (As defined Appendix E – TOR)

Note 3: Template Certificate of Milestone Achievement contained at Appendix H