



Training Needs Analysis Final Report

- **Strengthening National Gender Perspective for NATO Allies and Partners' Personnel (Strategic & Operational Levels)**
- **Strengthening National Gender Perspective for NATO Allies and Partners' Personnel (Tactical Level)**
- **National Armed Forces Personnel Deploying to NATO Operations and Missions (Pre-Deployment Training)**

References

- A. NATO Committee on Gender Perspectives Template for Pre-Deployment Gender Training: Topics and Learning Objectives, May 2010
- B. Bi-SC Directive 40-1 Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure, August 2012
- C. Bi-SC Directive 75-7 Education and Individual Training, March 2013
- D. Bi-SC Directive 75-2 Education and Training Directive (E&TD), October 2013
- E. 5000/TSC TPX 0120/Ser: Gender in Military Operations Training Requirement Analysis Final Report, September 2013
- F. MCM-0024-2014 NATO Education and Training Plan for Gender in Military Operations, July 2014
- G. 5000/TSC-GSJ-0010/TT?/Ser:NU Discipline Alignment Plan for Gender in Military Operations, July 2014

Introduction

As per References F and G (based on Reference E), HQ SACT promised the delivery of a package of training tools to support the increase awareness on gender perspective in military operations, and to assist NATO Allies and partners to build their gender capacity and capabilities. The objective is to facilitate an integration of a gender perspective within the three core tasks of the alliance; crisis management, Cooperative Security and Collective Defence. Gender perspective is to be integrated in all three core tasks at the strategic, operational and tactical levels.

Due to the extensive and diverse nature of the training audience, this Education and Training (E&T) solution will be delivered through three (3) modules. It would be comprised of the subtopics listed above divided by strategic-operational levels, tactical level and pre-deployment, covering both individual and collective training. This E&T solution should aim to educate NATO Allies and partners national headquarters staff in national military headquarters (strategic-operational levels); NATO Allies and partners armed forces national units (tactical level); and NATO Allies and partner personnel preparing for deployment to a NATO operation or mission (pre-deployment). It should reach a Depth



of Knowledge (DoK) of 400-level. The 3 modules build upon each other. It would be ideal for the student to receive all three. This DoK level would be reached if the student undertook all levels; it should be noted that individual modules are built up to the DoK 300-level.

Understanding and recognizing that most students will not have the dedicated time to undertake all three topics for each module, the Training Needs Analysis Working Group (TNA WG) adjusted the TNA process. For the strategic-operational and tactical levels, students will only undertake one of the six (6) streams in accordance with their position/post and daily work. Students must take all topics at the pre-deployment level.

Currently an E&T solution assisting nations in this capacity does not exist.

This E&T solution is offered as guidance to nations and partners. It additionally offers best practice examples and guidance from different nations on the institutionalisation of gender perspective, though it should be noted that this solution is not intended to specifically address the training needs of a Gender Advisor.

Scope and Purpose

The purpose of the TNA was to identify what training solution both in existence and to be published in the forthcoming year, would be offered to nations and to clarify key topics of integration. The TNA objectives were to identify which levels within national structures would benefit most from the delivery of the E&T solution, write learning objectives and decide what to train and what not to train. The TNA also outlined enabling objectives with detailed subtasks for each of the 3 levels in order to facilitate the next steps.

Limitations

As identified in Reference F, NATO and its partners are committed to continue to develop appropriate education and training programmes and tools at the national level. This E&T solution is comprised of 3 separate modules (reflecting 3 separate TNAs at each level and according documentation). This is due to the vast and wide target audience.

This E&T solution compliments, gathers and offers tools, guides, examples, case studies and best practices in the most cost effective manner. It is intended for trainers and educators and consequently, is written in a fashion that can be easily integrated into pre-existing training. As such, the training solution is extremely accessible and not too time consuming.

In order to continue implementation and to take full advantage of the support of NATO senior leadership, there is a time constraint in the design and development phase of the suggested E&T solution. The product must be delivered before 1 June 2015.



Assumptions

The TNA WG was unable to determine the anticipated number of the target audience due to the breadth of NATO and partners' personnel and staffs. Due to the manner in which this E&T solution will be delivered, it is difficult to estimate the number of individuals who would encounter direct results from this E&T solution.

All NATO Allies and partners personnel preparing for deployment to a NATO operation or mission should undertake ADL 169 'Gender Awareness: Improving Operational Effectiveness by Integrating Gender Perspective'.

Methodology

The TNA was conducted according to the process described in Reference C, and in line with NATO Systems Approach to Training (SAT).

The TNA WG was led by ACT's Office of the Gender Advisor and additionally consisted of the Department Head and a SME with experience as a trainer and deployed GENAD.

Initially, the TNA WG conducted a documentation review, extracted tasks from References A, B and F, and former experiences to establish a task analysis and form a Task Scalar¹. The TNA WG members identified the performance objectives through group discussions and brainstorming. The overall TNA process was guided by previously conducted TNAs and served as a valuable source of how to manage the process. The TNA results were regularly documented throughout the process, and the detailed information for each step in the analysis phase can be found in Annex A.

The TNA final report has been finalised in close co-ordination with all members of the TNA WG, RA, DH and HQ SACT.

Findings

As per Reference F, this E&T solution will support the development of Allies' and partners' national capabilities on gender. Should this solution be properly integrated into existing national education and training programmes at the recommended levels, the end state of gender equality through the integration of gender perspective will be reached.

The target audience is very broad and consists of NATO Allies and partners national headquarters staff in national military headquarters (strategic-operational levels); NATO Allies and partners armed forces national units (tactical level); and NATO Allied and partner personnel preparing for deployment to a NATO operation or mission (pre-deployment). Thus, the TNA WG determined that the best way to deliver the required E&T solution would be through 3 separate modules reflecting each level and audience. It is therefore difficult to determine size and categories for all target audiences.

¹ Annex A



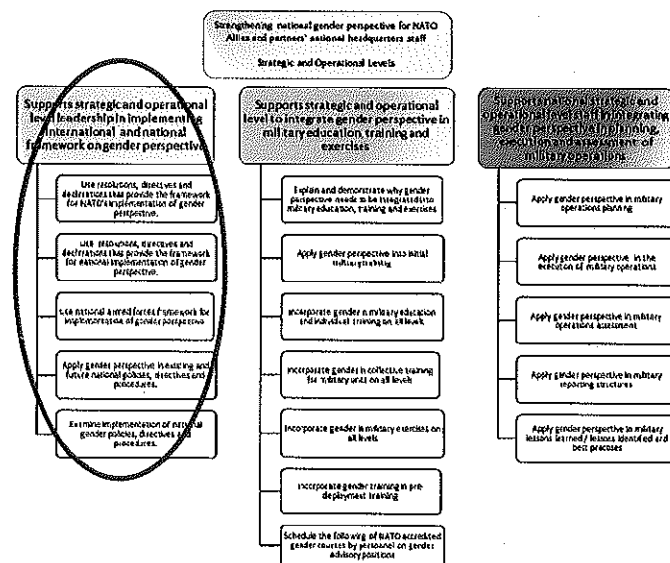
The E&T solution must: (1) provide trainers with a power point package with extensive speaking notes; (2) include case studies, examples, checklists and other tools; (3) provide students (depending on their unit's functional responsibilities) with examples of how to perform their duties (based on best practices); (4) enable trainers and students the ability to guide colleagues on how to integrate gender perspective into their work; and (5) include substantive Q&A package/guide for trainers and briefers.

The analysis found that the current 100-level 'Gender Awareness: Improving Operational Effectiveness by Integrating Gender Perspective' must be undertaken prior to undertaking the pre-deployment training (but is not applicable to the strategic-operational or tactical levels).

Conclusions

NATO and its partners are committed to continue to develop appropriate education and training programmes and tools at the national level. This E&T solution seizes upon this momentum with the 'right training to the right people at the right time in the most cost efficient and effective way' (Reference C). As such, the modules needed to be generic to reach a large target audience irrespective of geographic location or audience size/time. As the E&T solution is intended to be delivered by trainers, each module required maximum flexibility to allow for individual trainer inputs, modifications and examples.

The TNA WG agreed that delivering a 3 separate module E&T solution would be the most effective way to differentiate between the target audiences as well as offer a well-constructed, easy-to-use 'package' of tools to NATO Allies and partners. The TNA WG slightly modified the TNA method in order to harness the largest training audience per level and per group (translated to learning objectives). Consequently, each lesson objective represents a sub-training audience (see Picture 1 below).





In conjunction with the E&T solution, NATO Allies and partners are invited and encouraged to send relevant trainers to the Nordic Centre for Gender in Military Operations' (Department Head) Gender Training of Trainers (NATO Selected) course, which is offered once per year.

It is nearly impossible to properly measure the effectiveness of the E&T solution given that it is both generic and at the discretion of NATO Allies and partners to implement and integrate. However, one long-term measurement of effectiveness would be the number of diverse applications to the Gender Training of Trainers Course. Another separate measurement in relation to the pre-deployment module would be to track the increased number of applicants undertaking the 100-level ADL. The Gender Advisor to SACT is currently working with technical experts on the possibility of uploading the entire package in PDF form to an online site upon its completion (wherein ACT would be able to access the number of downloads and from which location).

Recommendations

The TNA WG recommends that this package of training tools to increase awareness on gender perspective in military operations be created immediately. To underscore the need to integrate gender perspective, it is at the discretion of NATO Allies and partners to exploit this E&T solution and tailor it to the respective target audience.

In order to reach the 400-level DoK, nations and partners are encouraged to send trainers to the GToT Course. In doing so, trainers will be provided with the appropriate knowledge, skill and competence to adapt the generic content of the modules for each nation and target audience.

It is of importance that the E&T solution is developed by dedicated personnel and the final content be carefully analysed and reviewed, taking into account comments by the RA, HQ SACT, nations and partners.

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