

Training needs analysis

Overview

- How are training needs currently identified in your organisation?
- How effective is your current approach?
- Could it be improved?

Good training needs analysis is essential if the organisation is to align the skills currently available with those required to meet strategic objectives. If conducted properly, it will also help to diagnose when training will solve certain problems and issues and when alternative interventions might be needed. This thoroughly practical one-day workshop will help prepare all those involved in a training needs analysis to play their part effectively.

Learning objectives

This course will help participants:

- Prepare and agree an investigation plan for the identification of current and future training needs at organisational, departmental or work-group level
- Select and use a range of information-gathering methods so that training needs are reliably identified within time and cost constraints
- Apply a practical technique for the analysis of the information and data to identify needs and determine priorities
- Use a structured framework for the development and production of an outline plan to show the proposed training solution
- Seek informal and formal reaction via a written report and presentation to secure approval of the recommendations

Audience

Anyone likely to be involved in a TNA project.

Format

A thoroughly practical one-day workshop based on formal input, practical exercises and extensive trainer-facilitated discussion focused on the requirements of your particular organisation.

Special feature

The workshop can be tailored to your precise requirements, usually at no additional cost.

Expert trainer

This programme is delivered by **Rachel Hicks**, our lead trainer in this area. See her profile [here](#).

Workshop outline

1 Introduction

- Workshop objectives and benefits from attending
- Participants' experience and confidence in this area
- Personal objectives

2 Training needs analysis

- The importance of understanding training needs at an individual, team and organisational level
- The role TNAs play in a systemic approach to the training and development cycle
- A business focused approach. Ensuring training contributes to business objectives and provides a return on investment.
- *Exercise: Benefits and challenges of conducting a meaningful TNA*

3 Assessment of training needs

- What triggers a TNA?
- Understanding business drivers and change
- Identifying gaps in performance and capability at organisational level
- Identification of needs at individual and occupational level
- Identifying different types of need e.g. residual, present and future needs.
- Developing a training needs matrix
- *Exercise: Application to your organisation*

4 A 5-step model for identifying training needs

- Organise and plan
 - Establishing terms of reference including scope, priorities, milestones, timelines and success criteria
 - Stakeholder agreement, expectations and support
 - Availability of resources
 - Identifying and using existing information, eg, strategies, policies, competency frameworks, performance reviews,
 - 360° feedback, HR plans, management information such as sickness figures, quality data, etc
 - Planning your TNA project
- Collect the information
 - Sources of data: organisational, job and individual data
 - Data gathering techniques including audits, direct observation, 1:1 and group interviews, questionnaires and
 - reports, desk research, etc
 - Designing surveys and questionnaires. The do's and don'ts of good design.
 - How to structure data gathering interviews
 - A facilitated approach. Application of tools such as SWOT, PEST, Force field analysis, Repertory Grid, etc
- Determine the problems and their priorities
 - Analyse information gathered
 - Identify issues and trends
 - Analyse for importance and urgency
 - Determine priorities
- Develop solutions
 - Closing the gap. Is training the answer? Other interventions

- Develop outline solutions
- Develop implementation plan with clear outcomes and evaluation criteria
- Consult and agree with sponsors
- Finalise approach
- Present final report
 - Documenting and communicating your plan
 - Making a persuasive training needs presentation
 - Securing commitment

5 And finally...

- Open forum – remaining challenges and ‘what if’ scenarios
- Action planning – identifying how participants will transfer this learning into the workplace and what else they may need which will help them to do this effectively
- Review and close

For a no-obligation discussion about running this programme for your organisation on an in-house basis, just give us a call on **01582 463462.**