

Training needs analysis

Overview

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 you 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.

Training 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 for the recommendations

Audience

This programme has been designed for practitioners within the training / learning and development function but is also of benefit to managers and directors with overall training responsibilities.

Format

A thoroughly practical one-day workshop based largely on formal input but also involving extensive trainer-facilitated discussion focused on the requirements of your particular organisation.

The expert trainer

Rosanne, who has over twenty years' experience working in Human Resources as an HR Manager, a trainer and a coach, is passionate about helping organisations and individuals reach their full potential. She has substantial experience of training and development at all stages, including training needs analysis, designing and delivering training interventions and training evaluation against business outcomes and performance. A Chartered Fellow of the Chartered Institute of Personnel and Development, a Business Practitioner in NLP and with a background in Transactional Analysis, Rosanne is also a qualified coach through the Coaches Training Institute and has recently graduated from the Solutions Focus Professional Training programme. A presenter of both 'open' and in-house training courses, Rosanne's approach generates excellent feedback, as the following examples show:

'I have high standards for training courses – this was an excellent course. Not only met but exceeded my expectations. As a trainer, I recognise a good trainer when I see one. Documentation clear and well-presented. An excellent course; very professional all round.'
Business Training Partnership

'I am not a training professional: this is a new area of responsibility for me. Today has provided me with the tools and techniques to return to my business tomorrow and start the preparation of a TNA. It was almost as if the course had been specifically designed for me and our business. Thank you.'
Dixons Group Business Services

'Excellent presentation of material, well supplied guidance on a complex subject. Excellent tools / models / techniques.'
Brunel University

Course outline

1 Introduction

- Welcome and workshop objectives

2 A systematic approach to training

- Recognise change forces
- Identify training needs
- Analyse job functions
- Define training objectives
- Select trainees
- Design the training
- Facilitate the training
- Measure outcomes

3 Assessment of training needs

- What should a training needs analysis cover?
- The depth of your investigation
- Identification of needs at individual, occupation and organisational level
- Residual, present and future needs

4 Getting the process started

- How to identify that you have a need

5 A model for action

- The six-step model for identifying training needs
 - Organise and plan
 - Collect the information
 - Determine the problems and their priorities
 - Develop outline solutions
 - Re-examine and discuss with senior commissioning managers
 - Present final report

6 Organising and planning the training needs study

- Establishing terms of reference
 - Background
 - Aim of the training needs project
 - Client
 - The project team
 - Scope
 - Budget
 - Consultation
 - Methodology
 - Timescale
 - Management
 - Reporting
- Availability of resources
 - Time requirement
 - Budget
 - Personnel
- Exploration of existing documentation
 - Training policy
 - Training plans and budgets
 - Previous training needs analysis
 - Organisational documentation

- Competence frameworks
- Job descriptions
- Person specifications
- Performance appraisals
- Manpower forecasts

7 Design and implementation of the survey

- Preparation and analysis
 - Terms of reference
 - Desk study of standard data
 - Key areas for investigation
 - Design interview instrument
 - Validate survey design
 - Collate and analyse of symptoms
 - Identify training needs
- Information gathering
 - Preliminary review with key personnel
 - The structured interview
 - Small group conferences
 - Telephone interviews
 - Additional investigation tools
 - Collating the information

8 Communicating the results

- Analysis and report
- Making a persuasive training needs presentation
- Securing commitment

9 Conclusion

- Course review / discussion
- Close

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