Template – Training needs analysis (TNA)

The TNA can be a useful tool during the performance appraisal process. A manager can discuss with an employee the areas of improvement required and the steps they can take to develop the required skills and training for them to achieve goals.

It is important to look carefully at the people within your business and establish what sort of training or experience they may need to fill current and future roles. When you identify skills gaps through this type of analysis you can work out what training to deliver now, and what development will be required in the future. This plan can be filed in an individual's personal file so it can be reviewed at formal performance evaluations.

Major tasks of position	Training/skills development required?		If yes, identify what training	How will this be achieved? (e.g. on the job,	When?	Who to organise?
	Y	N	needs exist	external training)		Training provider?
What do we wan	t to achiev	e in the	period ahead?			
Where can you/w	e see your	· career	moving in the nex	ct two years?		
How are we going	g to make	this happ	oen?			
What will you nee	ed from th	e compa	ny to assist you to	o reach your career goal	s?	