

TRAINING NEEDS ANALYSIS

Introduction

This guide is designed to assist conversations between employees and managers around development needs of the employee.

There are a number of techniques to identify training needs: the one that this resource outlines is SWOT – Strengths, Weaknesses, Opportunities, and Threats. SWOT is quite commonly used in business cases and project management; however it is also useful for identifying training and development needs especially for technical, professional or business skill training needs.

Why undertake a Training Needs Analysis (TNA)?

The value of a TNA is that it assists in identifying individual training and development needs and from this, a training program which meets the needs of the employee can be developed. The TNA can also be a useful tool in evaluating the training by comparing the outcomes of the training with the initial need the training was designed to meet.

Using SWOT

Using the ASWOT technique, below are examples of the kind of questions a manager and employee can discuss:

Strengths

- What advantages do you have that others don't have (eg. skills, certifications, education, or connections)?
- What do you do better than anyone else?
- What personal resources can you access?
- What do other people (and your boss, in particular) see as your strengths?
- Which of your achievements are you most proud of?
- What values do you believe in that others fail to exhibit?
- Are you part of a network that no one else is involved in? If so, what connections do you have with influential people?

Weaknesses

- What tasks do you usually avoid because you don't feel confident doing them?
- What will the people around you see as your weaknesses?
- Are you completely confident in your education and skills training? If not, where are you weakest?
- What are your negative work habits (eg. are you often late, are you disorganized, do you have a short temper, or are you poor at handling stress)?
- Do you have personality traits that hold you back in your field? (eg. if you have to conduct meetings on a regular basis, a fear of public speaking would be a major weakness).

Opportunities

- What new technology can help you? Or can you get help from others or from people via the Internet?
- Is your industry growing? If so, how can you take advantage of the current market?
- Do you have a network of strategic contacts to help you, or offer good advice?
- What trends (management or otherwise) do you see in your agency and how can you take advantage of them?
- Is there a need in your agency or industry that no one is filling?
- Do your customers or clients complain about something in your company? If so, could you create an opportunity by offering a solution?

Threats

- What obstacles do you currently face at work?
- Are any of your colleagues competing with you for projects or roles?
- Is your job (or the demand for the things you do) changing?
- Does changing technology threaten your position?
- Could any of your weaknesses lead to threats?

Source: <http://www.mindtools.com>

Completing the TNA Template

Once the employee and manager have discussed these questions, the 'themes' for training and development will be easier to see. Use the TNA template on the following page to record them. This then becomes your mini Development Plan.

For further information, contact swpd.ocpe@nt.gov.au

Training Needs Analysis Template

Major Task of position	Training/skills development required		If yes, identify what training needs exist	How will this be achieved?	When?	Who and how to organise?
	Y	N				