

# **H. R Managers Course**

Training Needs Analysis

# Training Needs Analysis

## Why do it?

- A problem identified in the organisation
- New work
- New staff
- Improving performance
- Change in the organisation
- New legislation
- Pressure from citizens

**Needs can be organisational or individual**

# Training Needs Analysis

**Don't always assume that a needs analysis must result in a training event – other options include:**

- Individual study or e- learning
- Mentoring
- Work based project
- Secondment / job shadowing

# Training Needs Analysis

## Questions to answer

- Is there is a need
- Can it be met by training
- The type of training that could meet the need
- Who are the target population
- What is their current level of knowledge / skill
- What is the gap between that and required level

# Training Needs Analysis

## **What is a needs analysis**

- Collecting & analysing information about *actual needs*
- Prioritising the needs
- Recommending solutions

# Training Needs Analysis

## **Two different approaches to needs analysis**

**Issue based** – identifies priority issues & performance changes needed – Need to identify the contribution training can make to the change

**Competence based** – usually involves a competency framework agreed by senior managers – Needs to identify what people do to perform effectively

**Possible to be both**

# Training Needs Analysis

## Methods

- Task analysis
- Flow charts / process mapping
- Observation
- Questionnaires
- Focus groups
- Interviews

# Training Needs Analysis

## **A performance model approach**

- Start as high as you can in the organisation
- Use a 3 phase approach – organisation – operational –individual
- Always understand who you are studying
- Never use just 1 information gathering technique
- Let line managers make critical decisions keep it simple

# Training Needs Analysis

It does not involve asking staff what their training needs are! It is not a “wish list”

As a normal rule it should be possible to complete in 20 – 40 working days

# Training Needs Analysis

## **Advantages**

- Involves line management in the process
- Provides evidence for deciding priorities & investing resources
- Better planning helps organisation to meet potential problems
- Creates a framework to examine needs
- Provides a basis for evaluation