

# Training Needs Analysis

Webinar

---

Maeve Carabine  
Skills Advisor  
028 9069 8293

**COVID-19**  
RECOVERY

Invest  
**Northern**  
Ireland 

# Agenda

- What is a TNA?
- 3 Levels of TNA
- TNA methodology

*“Train people well enough so they can leave.  
Treat them well enough so they don’t want  
to”.*

*Richard Branson*

# What is a TNA?

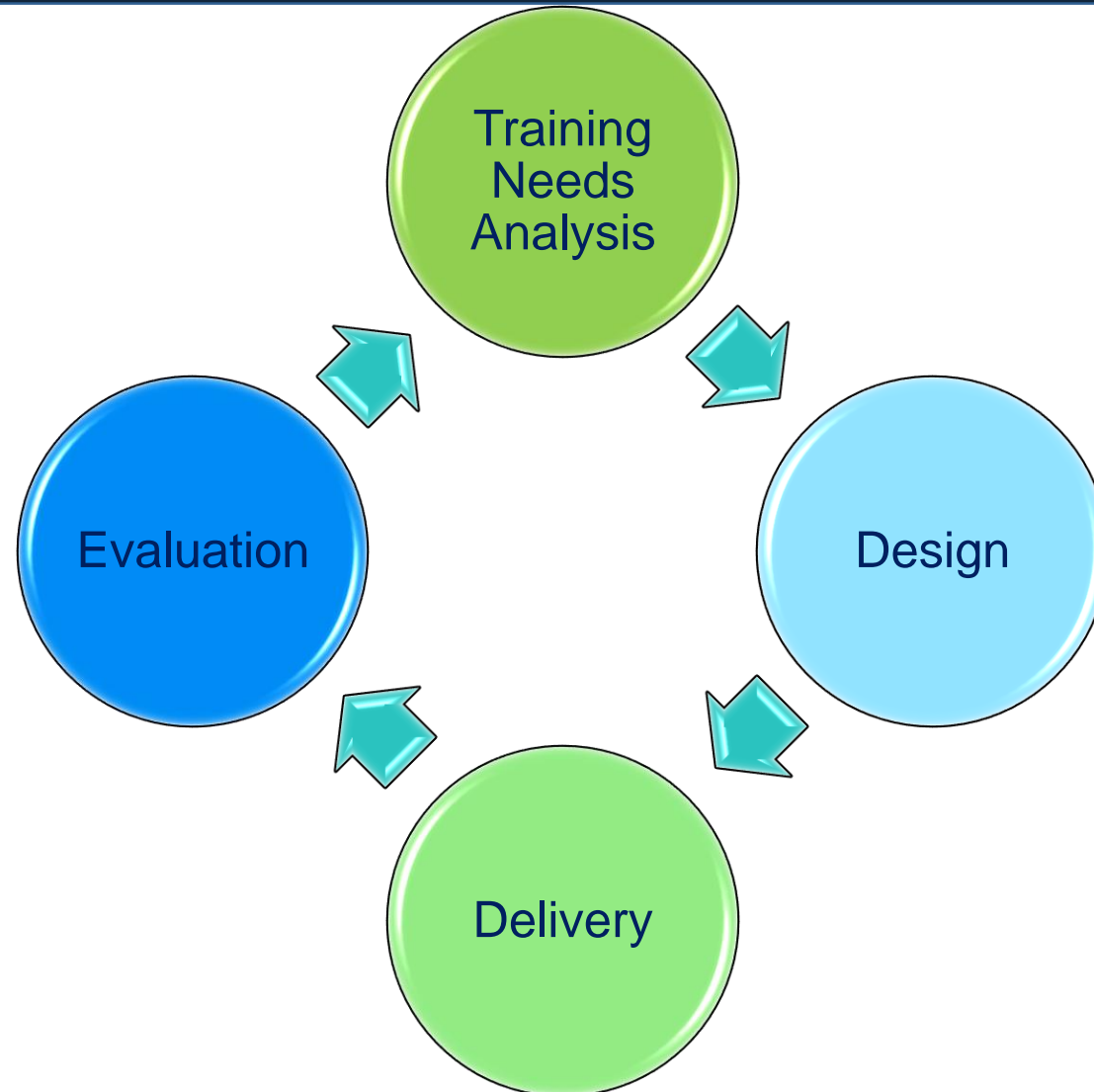
- Training Needs Analysis (TNA) is defined as the “Identification of training requirements and the most cost effective means of meeting those requirements”
- Includes sourcing and weighing training needs at all levels within a business
- Essential first step to ensure return on investment for training

# Why is TNA important?

Ensuring the training and development carried out in your business is necessary, timely and effective can:

- ✿ Increase productivity
- ✿ Reduce faults/bottlenecks/complaints
- ✿ Drive increased sales/income
- ✿ Increase employee satisfaction
- ✿ Positively affect staff morale

# The Development Cycle



# 3 Levels of TNA



# Organisational Needs

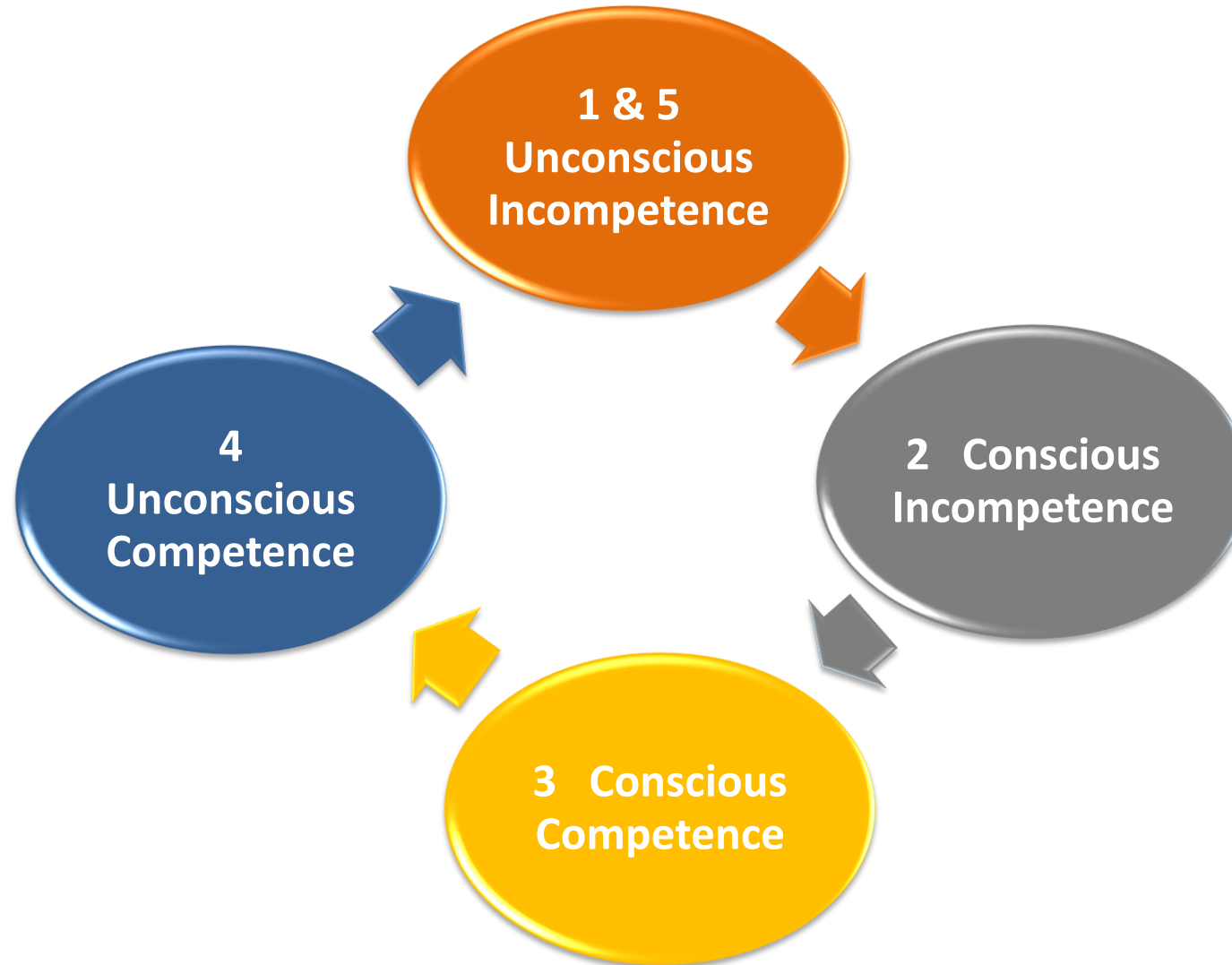
- Looks at global view of training needs in the business
- Future skill needs: Changes in products/ equipment/technology/team/environment
- Labour Pool: Availability of qualified workforce / Up or cross-skilling
- Statutory changes: Changes in law/industry specification or standards

# Task Analysis

- Compares job requirements with existing employee skills and knowledge to identify skill gaps
- Establishes Task frequency, quantity and quality
- Establishes the level of skill and knowledge required to perform tasks
- Determines where and how these skills are best acquired



# Conscious Competence Model



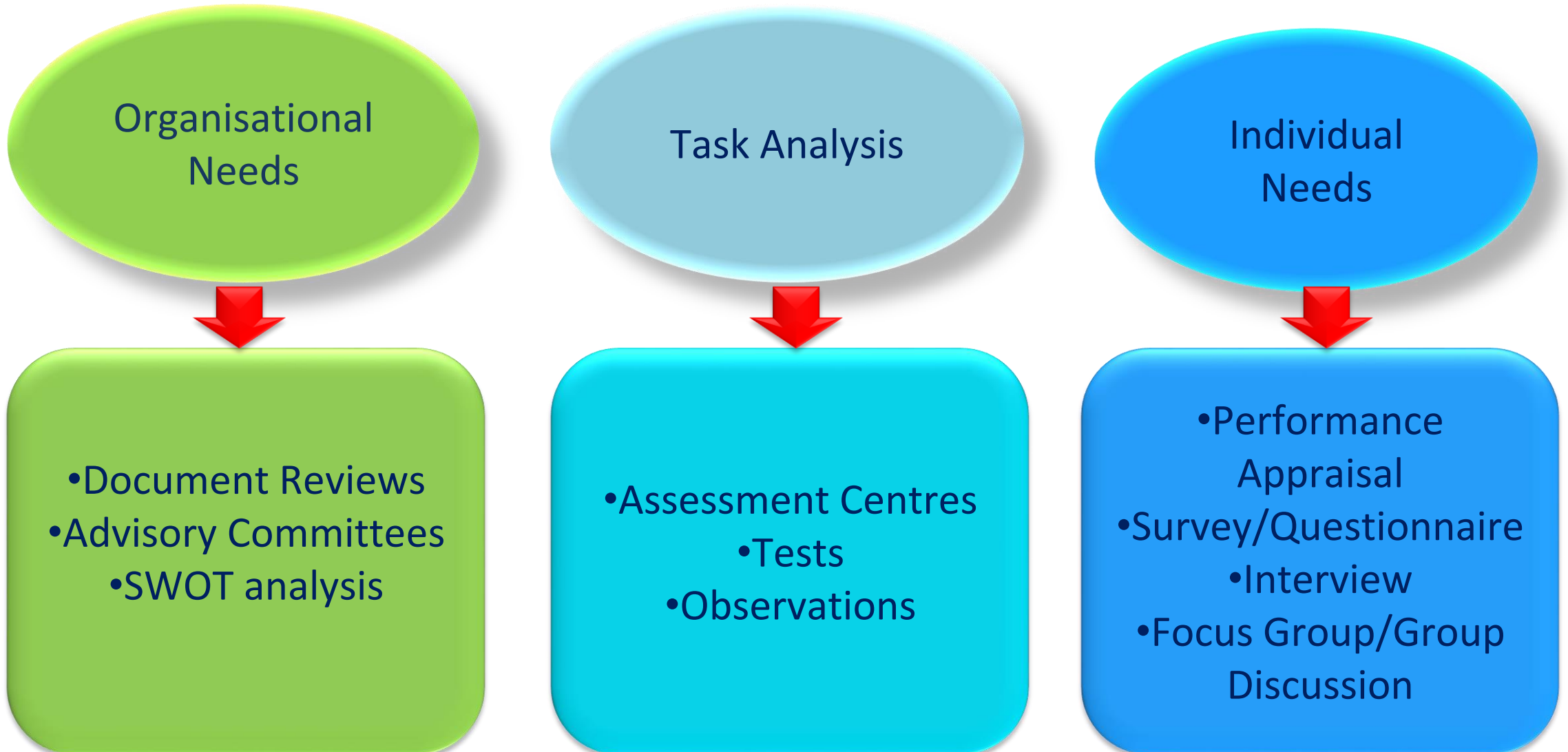
# Individual Needs

- Looks at training needs of each employee
- Commonly gathered from Performance Reviews/Appraisal systems
- Can allow employees an opportunity to provide recommendations to solve problems
- May include self-development opportunities

# The TNA Process

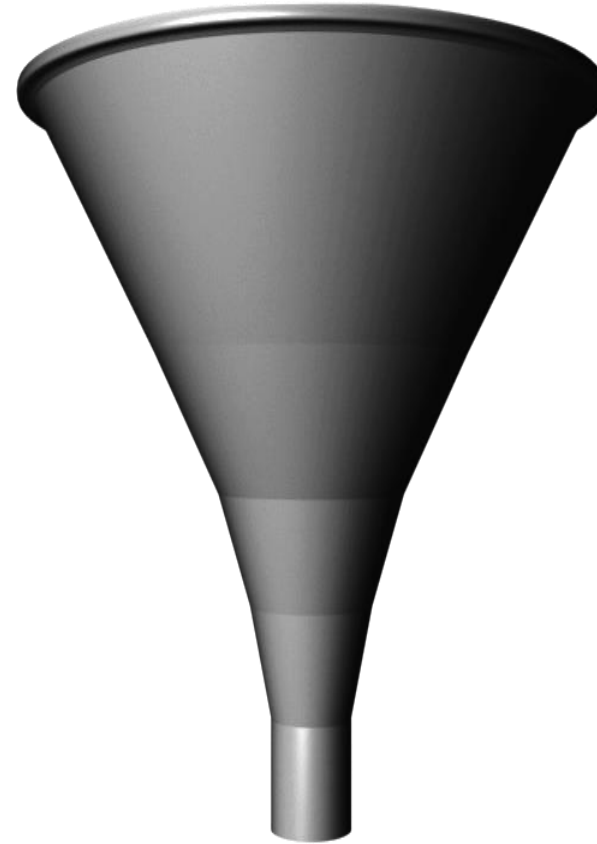


# Gather Information



# Prioritise Needs

- Training Budget
- Business KPI's
- Want vs. Need
- Learning styles
- No. of learners
- Accessibility requirements
- Staff attitude



# Find Solutions

- In house courses
- External courses
- Conferences / Events
- Qualifications
- E-Learning
- Books / Journals

- Coaching
- Mentoring
- Job Shadowing
- Secondment
- Action learning
- Subject Matter Experts

# Solutions Weighting

- COST v BENEFIT ANALYSIS
  - Is it manageable?
  - Who will be responsible?
  - How soon will KPI's be positively affected
  - Will KPI's be negatively affected short term?
  - What are the maximum tangible results (1+KPI's)
  - What are the priority area's?
  - What are the intangible benefits/costs?



# Communicate

- 1:1 and 1:Many
- 3 methods
- Publish training needs analysis findings – high level
- Publish training plan
- Invite feedback
- Regular progress updates





# Evaluate

- Purpose is to demonstrate ‘Value for money’
  - Impact on your Business
  - Impact on your productivity
  - Impact on your People



# Evaluate

## Level 1

### Reaction

'Happy sheets',  
feedback forms.  
Verbal  
reactions, post-  
training surveys  
or  
questionnaires

## Level 2

### Learning

Typically  
assessments or  
tests before and  
after the  
training.  
Interview or  
observation can  
also be used.

## Level 3

### Behaviour

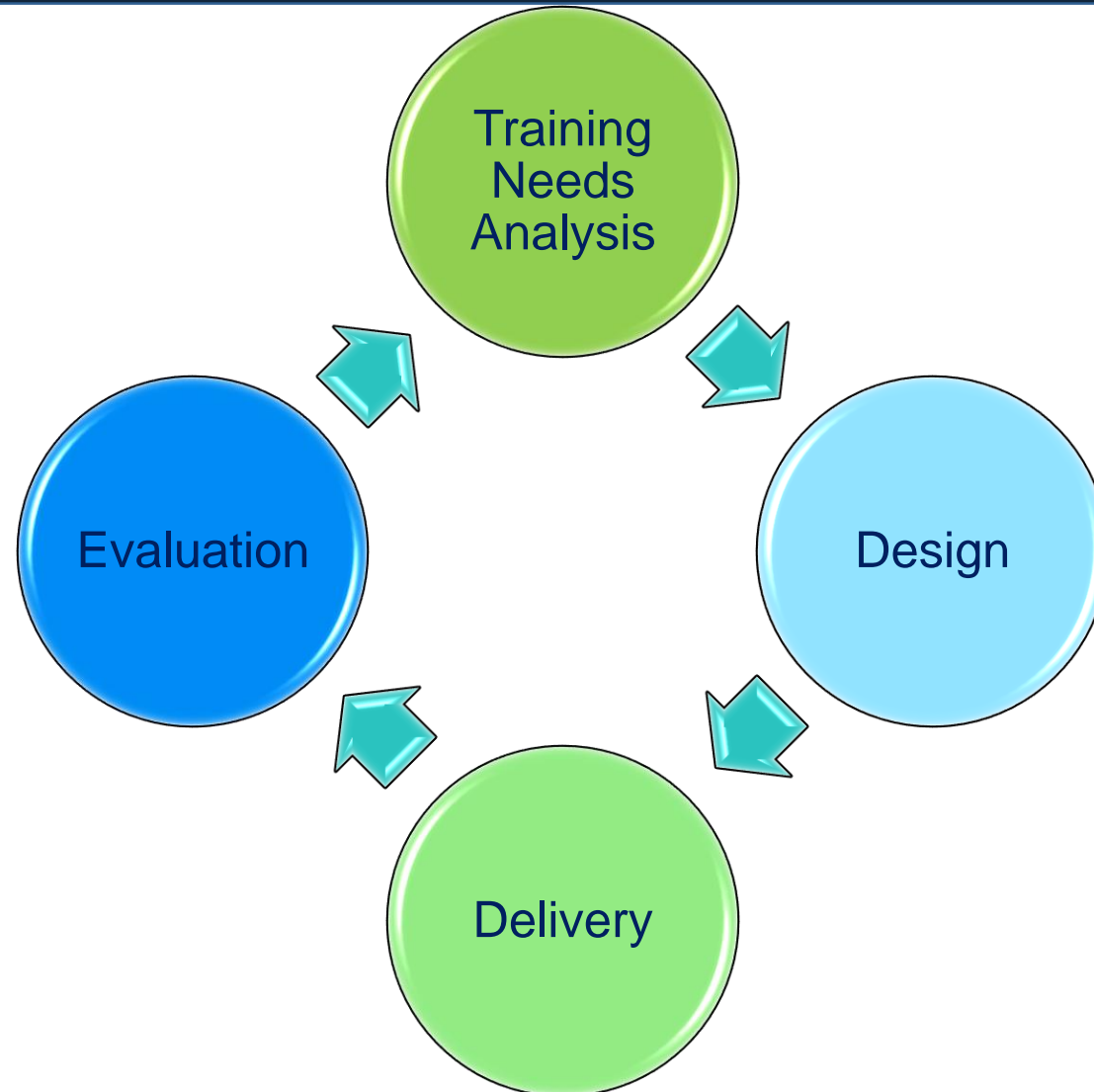
Observation  
and interview  
over time are  
required to  
assess change,  
relevance of  
change, and  
sustainability of  
change

## Level 4

### Results

Measures are  
already in place  
via normal  
management  
systems and  
reporting - the  
challenge is to  
relate to the  
trainee.

# The Development Cycle



# Any Questions?



[Maeve.Carabine@investni.com](mailto:Maeve.Carabine@investni.com)

[Skillsadvice@investni.com](mailto:Skillsadvice@investni.com)

[www.investni.com](http://www.investni.com)

---

