Training Needs Analysis Workshop

Jane Atherton

Aims of today's session

At the end of this session, participants will:

- Have a greater understanding of what a Training Needs Analysis (TNA) is and why we do them.
- Understand the different levels of TNA.
- Be confident in starting a TNA with individuals, teams or at organisation level.

What 3 things?





Talking Point -

What is Training Needs Analysis?

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Training Needs Analysis (TNA)

- TNA involves gathering information about employees to identify any gaps between actual and desired skills and knowledge.
- This involves collecting information on what job roles entail and combining it with any other organisational tools, such as competency or behaviour frameworks.
- This tells us what someone needs to be able to do to perform their role now, and in the future.

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Benefits of training and development and TNA

- Helps colleagues achieve a more strategic outlook when they consider how their performance (and training and development) is crucial to the organisation in achieving its targets.
- Improved work climate where people are competent (because of appropriate training and development interventions).
- It may encourage people to work together, if they are learning together.
- It may reduce the need for line management, providing team members with more autonomy.
- Organisational performance depends on having the **right people** in the **right place** with the **right skills** at the **right time.**

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Benefits for the overall organisation

- Link to increased customer satisfaction.
- Appropriate training is needed to make sure that organisations can get the most out of equipment and systems.
- May help to identify and create future leaders for the organisation.
- Ensures there is a good alignment between employees and their current and potential future roles.
- Increased productivity.
- Improved quality levels, with potentially less wastage.
- Improving the ability to respond to change more quickly and flexibly.

Different Levels of TNA

- Individual – linking personal learning needs to those of the business, often carried out as part of a performance appraisal or 1-2-1 process.
- Team – new projects, technologies, risks and opportunities require new ways of working or reorganisation.
- Organisational – to analyse the amount and types of learning needed to ensure that all employees have the right capabilities to perform in line with the business strategy.

Talking Point –

What does a TNA involve?



Identifying learning needs at team level

For example:

One of the objectives of the People Operations Team of Homes Plus is 'to use the new absence management software to record all episodes of sickness absence more accurately. This will enable the team to generate more accurate statistics and respond with appropriate management interventions.'

Based on this information, the following learning needs were identified, which should be addressed at team/departmental level to make sure that all team members can maximise the effectiveness of the new system:

- Training on the new absence management software.
- Awareness training about the capabilities of the new software – what sort of data it can produce and how this can be used to minimise sickness absences.
- Reminder training on the information that needs to be recorded about an employee's absence because it will be essential that accurate information is fed into the new system.

Methods to assess training needs

- Interviews with managers.
- Interviews with colleagues and/or internal customers.
- Job skills analysis.
- Group discussions/focus groups.
- Questionnaires.
- Observations: – watching someone complete one area of their work or task – gaining an overview of their whole role.
- Performance reviews or performance data – the type of data will depend upon the type of job but might include: – productivity, for example how much work you can complete within a specified time period or quality of outputs.

Case Studies

Assessing Training Needs



You are the L&D Lead for Love our Homes HA

The manager of the Caretaking team has approached you because they are concerned about the number of complaints they are receiving from customers.

They say the complaints are mainly related to the standard of cleaning in high rise blocks and some also relate to the way customers have been spoken to by some members of the team.

The situation is complicated by the fact that the team rotate the patches they work on, so it's difficult to understand if there are any members of the team specifically causing the complaints.

What will you do to identify whether there is a training need, and what that need is?

You are the L&D Lead for Love our Homes HA

The Finance Director has approached you as they are concerned about morale in the Finance team.

Recent employee survey results seem to indicate that morale and motivation are particularly low in the team and in recent months there have been several resignations – in fact, turnover in that team is now twice as high as in any other team.

There is a new manager of the Finance team who has been promoted internally, but their previous performance was of a very high standard, so you're not sure if it relates to them or not.

What will you do to identify whether there is a training need, and what that need is?

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You are the L&D Lead for Love our Homes HA

As a result of the Better Social Housing Review and the calls for professionalising neighbourhood managers; there is some concern within Love our Homes HA that colleagues in the Neighbourhoods and Assets Department have the appropriate professional skills and qualifications.

What will you do to collate information about this to the organisation? What considerations might the organisation need to think about to ensure people do have the right skills and knowledge to perform their roles?

Questions to keep in mind...

- Should this learning be delivered through a formal programme?
- Is there an appropriate NVQ or does the employee want to complete a degree or professional qualification?
- Do we have the resources to deliver this internally?
- Do we have people with the expertise to deliver this internally or do we need a specialist?
- What will the time commitment be? This may range from a one-hour informal mentoring session to a three-year part-time university degree.

Questions to keep in mind...

- How many people have the same needs?
- Will you need to prioritise the needs? If so, how will this be achieved?
- If there is sufficient demand, the organisation could run an event that can be attended by a wider group of employees.
- What are the financial implications?
- How will you prioritise the learning and development budget?

- When might you want to undertake TNA on an organisational level?
- What format could this analysis take?

Activity – Identifying learning needs from strategies or plans

EDI Strategy

- Complete a review across all training and development initiatives to ensure that, where appropriate, affirmative action is taken.
- Raising awareness and understanding of EDI issues across our workforce and for our customers.
- Integrating EDI topics into induction programmes, Continuing Professional Development (CPD) and all other Learning and development programmes.
- Fair and transparent recruitment and selection processes, developing plans to raise further awareness and tools on understanding and managing unconscious bias.
- Ensure our L&D offer is accessible, equitable and inclusive.

Informing employees about TNA

- Let's assume you're going to update your colleagues about conducting a TNA within a short briefing session or written communication, what are the main points that you would want to cover?

- What information (if any) would you provide?

Presenting the information

- A report of overall learning needs for the organisation or team.
- An annual training plan.
- Prioritising the identified performance gaps.
- Budgeting.
- Personal development plans.

Example training plan

Job role	Team	Name	Operational Training Needs	Personal Needs	Strategic Needs	Target Completion Date	Completed Date
Neighbourhood Officer	Neighbourhoods	John Neighbour	CIH Level 4 Complaints	Empathy	EDI Customer Care	31.3.2024	27.11.23

Identifying appropriate training interventions

Formal training interventions

- What are the strengths and weaknesses?
- How do they make you feel?

Informal training interventions

- What are the strengths and weaknesses?
- How do they make you feel?

Delivery

- 70:20:10 approach.
- ‘Work is learning, learning is work.’
- ‘Learning in the flow of work’.
- Learning styles.
- Diversity of participants.

Transferring learning to the workplace

- Taking part in L&D activities is intended to be a constructive process and have a positive impact on an employee's ability to carry out their role and enhance their personal and professional development.

- It's important that employees have appropriate opportunities to use their new skills and knowledge so that they can make the most out of the learning that they have undertaken.

The importance and benefits of evaluating training

To the individual employee...

- Evaluation may provide evidence of their learning and reflective skills – this could be used as part of a performance review discussion.
- It gives them the opportunity to highlight any outstanding learning needs, which can then be acted upon.
- Taking part in the evaluation process can also help them to think about their own learning and what their next steps should be (if appropriate).

To the trainer

- It enables the trainer to gain the opinions of a diverse range of people on their learning provision.
- It helps the trainer to make amendments or improvements to the content of their programmes.
- It establishes a 'business case' for the trainer's services.
- It ensures that the needs of the learners have been met and, if they haven't, identifies areas where additional arrangements may be needed to support them.
- It may identify potential follow-on programmes.

To the team or department

- Evaluation helps decision-making about which programmes should be supported again in the future.
- It can be shared with other groups of employees so they can make a more informed decision about whether they need to attend.
- It can identify gaps in training provision that need to be tackled.

To the overall organisation

- Evaluation provides a measure of overall satisfaction, which will help to ascertain whether there is likely to be a positive return on investment.
- It identifies providers that the organisation may wish to work with again.
- It provides evidence of employees' participation in events.

Any questions?



Further resources - CPD

Reliable TNA in seven steps from the Training Journal

https://www.trainingjournal.com/articles/feature/reliable-tna-seven-steps

CIPD podcasts...

Evidence-based learning

https://soundcloud.com/cipd/podcast-169-evidence-based-ld-why-does-evidence-matter

Driving performance through learning

https://www.cipd.co.uk/podcasts/driving-performance-ld

Personal Action Planning



Further information and feedback

For further information on any of the areas covered in today's session, please contact Jane Atherton.

Email - jane@hoogaconsulting.co.uk