



Greeting from Work Skills

1st July 2009

At Work Skills we believe the greatest asset of almost any business is its staff, which is certainly the case for our business. I'm proud to say we have an amazing team of people, each having skill sets and attributes that work collectively to deliver the best possible service to our customers. Of course, we are not perfect, so training, coaching and mentoring our staff is foremost in our business plan.

Work Skills delivers training and staff development with a passion that ensures results. We believe there is no point training, just for the sake of it. It needs purpose, it needs planning and it needs outcomes. This is why we have provided you with this Training Needs Analysis.

It seems incredible to me how many companies dive straight into a training program without ever understanding the real training needs. These same companies certainly wouldn't start a new business venture without fully understanding the issues, how to get from where they are today to where they want to go and the costs and risks in doing that.

A Training Needs Analysis (TNA) is a simple process to qualify why or if you need to do the training, what business benefits and gains are expected, and what the costs and return on investment will be of the program. A TNA will help identify:

- Business needs for the training – what training needs to be done and who needs to attend.
- Gap analysis – What skill sets do we have now and what skill sets do we need? The difference between these two points may be where some gap training can occur.
- Check point - Can training really fix these issues or are there other business or organisational issues to fix?
- Agreed training outcomes - What are the objectives and outcomes of the training. How will we measure success?
- Choose the appropriate delivery method(s)
- Budget approval/Sign off - report back to the business and get approval to go ahead.

I hope you find this of benefit. If we can assist you in identifying your training needs through completing a TNA for your business or developing and delivering training, contact us.

Sincerely,

Julie Waldren
Managing Director

Training Needs Analysis & Skills Audit



What training has already been completed in your organisation?



Does anyone need their skills updated?



What are the career aspirations of each staff member?

Following is a 6 Step process to guide you through a TNA within your business. It has been designed for a business that has a number of staff. However, it can be customised to a small business. In larger organisations it can be facilitated by department heads.

Step 1. Survey the Staff

Work Skills suggests that employers consult with all staff on an annual basis to assess organisational training and development needs. Depending on your organisational needs, budget and time factors, the way you consult could be via a focus group, one-on-one meetings or a questionnaire.

Focus groups and one-on-one meetings involve a carefully planned discussion with a small number of participants and are designed to obtain thoughts on specific issues, programs or products in a permissive and non-threatening environment. They provide qualitative data, giving insights into attitudes, perceptions and opinions of participants. Information is sought through open-ended questions and through observing respondents during the discussion.

Step 2. Analyse the Survey Results

After consulting with staff, analyse the results of the survey to determine any staff skill gaps. In addition to this, where possible obtain feedback from Supervisors, Managers and Customers. Fellow staff members can also assist in giving another perspective on individual or team training requirements.

Step 3. Create a Training Profile

Create a training profile by recording your analysis in an easily retrievable format such as a table. Depending on the size of your organisation, you may wish to record data on a sectional or divisional basis. Identify the types of courses or on-the-job experiences requested, the number and levels of people requiring training (for example, shop floor, managers, front line staff), and the number of sessions needed. Distinctions made between full and part-time staff will allow session times to be scheduled in working hours.

Step 4. Create a Training and Development Plan

Once all requirements have been worked out, draw up a Training and Development Plan to facilitate commitment to the process. This plan may consist of:

- Group training sessions
- One on one training sessions
- Online learning opportunities
- Mentoring
- Coaching

Each of these learning strategies above can be delivered by internal staff or external training consultants. It may suit you to use a blended approach whereby you use a combination of the learning strategies to achieve the results.

Training doesn't need to be a huge expense or huge burden on the business. It can be completed in short segments over a period of time so that it doesn't impact on business productivity.

It can be completed by using your more experienced staff to up-skill the new team members.

It can be completed by tapping into government incentives and funding opportunities that are designed to assist a business develop their staff.

Step 5. Implement the Learning

Deliver the required learning as planned. Ensure the training has relevance. So much training is delivered (especially by external training providers) that is not targeted to address the learners needs. Because we are all busy businesses and busy people we rarely have the luxury of being able to attend training just for the sake of it. Today training programs need to be designed around the learners and required outcomes. The training needs to be customised; have business relevant case studies. It needs to be easy for the learning to be applied back into constructive workplace habits.

Step 6. Evaluate the Training

Evaluate the effectiveness of the training at a specific later date to ensure management and staff are satisfied with the outcomes. Create opportunities to receive feedback not only about the training but more importantly the learning. How has the learning been assimilated into workplace practices and what benefits are being seen?

Needs Analysis Survey

The questionnaire is divided into various parts to address a variety of organisational needs. It has been provided as a word document so that you are able to customise the survey to your business needs. Before you distribute the questionnaire, it is recommended that you amend the format to suit the individual job requirements by deleting any non-applicable sections.

Depending on individual preference, the questionnaire can either be completed separately by the staff member or done in conjunction with their supervisor. HR practitioners may also wish to use the questionnaire as a planning guide.

The areas covered by the questionnaire include:

- Confirmation of the staff member's current job description
- A job analysis, if one is required to define the job
- Skills needed to perform the present job
- Skills needed to perform other roles in the organisation
- Future career aspirations
- The identification of prior learning obtained
- Agreed actions for training delivery

It is important to note that these surveys are seeking feedback from the staff. Just because a staff member identifies their training needs, does not necessarily mean that this training is to occur. Often staff may not be privy to the strategic goals and directions of a business and the purpose of training is to not only develop the staff but to develop the business.

Ensure this survey is taken into account when making staff development decisions; however you may find benefit in using other references to assist in training decisions. For example:

- Obtain feedback from Supervisors and Managers where possible. It is not unusual that what the staff identify as their training needs is different from what the Manager identifies that the staff may need as training.
- Obtain feedback from your Customers where possible. If your staff member is dealing on a regular basis with customers, how the service is delivered may have a huge impact on the business.
- Fellow staff members can often assist in giving another perspective on individual or team training requirements.

Good luck with your TNA. Contact us if you need any assistance on
1300 360 567 or +61734429000.

www.workskills.com.au or info@workskills.com.au

Training Needs Analysis & Skills Audit

Name of staff member:		
Section/Department:		
General		
1.	How long have you been with this company?	
2.	How long have you been in your present job?	
Confirmation of Current Duties		
3.	Do you have a duty statement for your job?	Yes No (Go to Q 6)
4.	Is your job accurately described in the duty statement?	Yes (Go to Q 14) No
5.A	If no, what extra duties do you do that need to be added to your duty statement?	
5.B	What duties are no longer part of your job and can be deleted from your duty statement?	
Job Analysis		
6.	Describe the tasks you regularly perform that are critical to carrying out your job effectively.	

7.	Describe the type of equipment you are required to use (for example, keyboard, machinery, tools of trade, etc).	
8.	Do you require a high degree of technical knowledge for your job?	<div>Yes</div> <div>No</div>
9.	How do you work? Please circle	
	<div>Alone</div> <div>Part of a team</div> <div>Other (specify below)</div>	
10.	If you work as part of a team, do you perform the same or different work to members of your team?	
11.	To what extent does your job require you to work closely with other people, such as customers, clients or people in your own organisation? Please circle.	
	<div>Very little</div> <div>Moderately</div> <div>A lot</div>	
12.	How much autonomy is there in your job, ie, to what extent do you decide how to proceed with your work? Please circle.	
	<div>Very little</div> <div>Moderately</div> <div>A lot</div>	
13.	How much variety is there in your job? For example, to what extent do you do different things at work, utilising several skills and talents? Please circle.	
	<div>Very little</div> <div>Moderately</div> <div>A lot</div>	

Training Needs

14.	To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently (eg, Excel, bookkeeping, English or another language as a second language, etc)?
15.	To perform other jobs in the organisation: What other roles in the organisation would you be interested in doing if a vacancy became available (e.g. transfer to another section, supervisor position, etc)?
16.	To perform other jobs in the organisation: What training or experience would be required (e.g. machine operation, negotiation skills, Occupational Health and Safety Awareness, etc)?

Future Development Needs	
17.	What are your career aspirations?
18.	What training or development do you need to help make this happen (e.g. external degree study, qualification, formal meeting procedures, leadership training, etc)?
Recognition of Prior Learning	
19.	What training have you attended within the last three years? (This will help identify if any training sessions have been missed or if any refresher training is required.)
20.	What training or skills have you acquired outside your current job that may be relevant to the wider organisation?

Action Plan

	Agreed training and development to be provided over the next 12 months: (Record the details of training courses, on-the-job experiences, buddy systems or mentor arrangements, and include the recommended dates the staff member can expect these to occur.)			
	Training			Date
Signature of Staff Member	:		Date :	
Signature of Supervisor	:		Date :	