



TRAINING NEEDS ANALYSIS PLAN

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INTRODUCTION

A training needs analysis (TNA) is a review of learning and development needs for staff within your organisation. It considers the knowledge, skills and attitudes that your people need, and how to develop them effectively. The desired outcomes of the TNA should ideally be undertaken at 3 levels. Firstly, objectives will be defined at organisational level. Followed by identifying the desired performance at Team/departmental level. Finally, examine and assess these performances and the gaps at Individual level.



LEVELS



- 01** Define Desired Outcomes
- 02** Identify Desired Performance
- 03** Examine Performance Gaps
- 04** Establish Priorities & Solutions





DEFINE DESIRED OUTCOMES

Define the objectives, goals and future vision with the managers on an organisational level.

Supervisors and Managers of the departments will be interviewed and asked to take part in focus group discussions to determine the desired outcomes and goals for training and development.

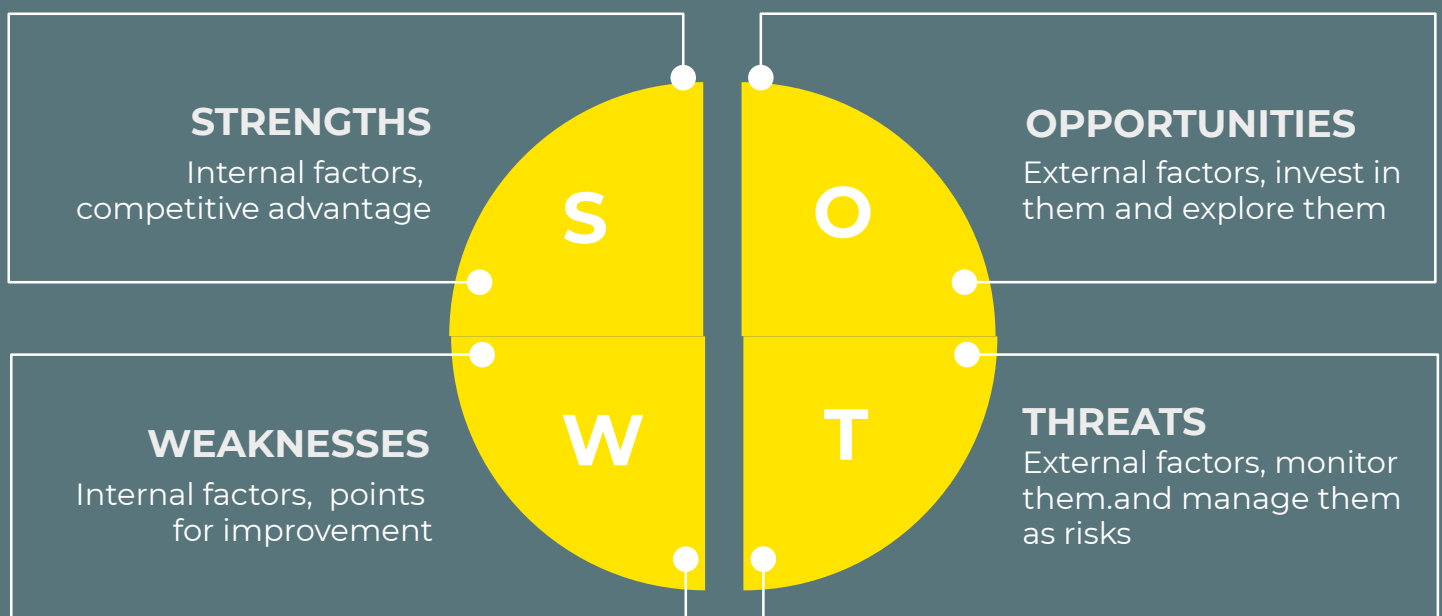
The data gathered would reveal how the training can or should correspond with business goals and future objectives.

SWOT ANALYSIS

Strategic planning with SWOT analysis helps give an overall examination of objectives. This data will be gathered through a brainstorming/ focus group discussion session with managers and supervisors.

When the ultimate goal of training is identified, it can be clearly communicated, keeping the entire TNA process on track.

When training needs are driven by the overall objectives, you will prevent a vast range of training problems from arising later.



2

IDENTIFYING DESIRED PERFORMANCES

Identify the SMART performance goals for the department. This analysis is conducted on a team-level. This will be gathered through a sheet that managers fill out.

The identified performances must be based on the following criteria to ensure accurate identification;

- Specific
- Measurable
- Attainable
- Relevant
- Timely

COMPETENCY-BASED SURVEY

- A Competency-based survey with the staff will be conducted to track key performance indicators and measure whether current skills and knowledge is resulting in staff:
 - Knowing what to do
 - Having the capability to do it
 - Having the motivation to do it



03

EXAMINE PERFORMANCE GAPS

A key tool for identifying learning needs at this level are appraisals or performance reviews. Normally undertaken annually, appraisal provides an opportunity to review work objectives for the previous year, and agree objectives for the year ahead. Think about how you can support your staff in identifying learning needs related to these objectives.



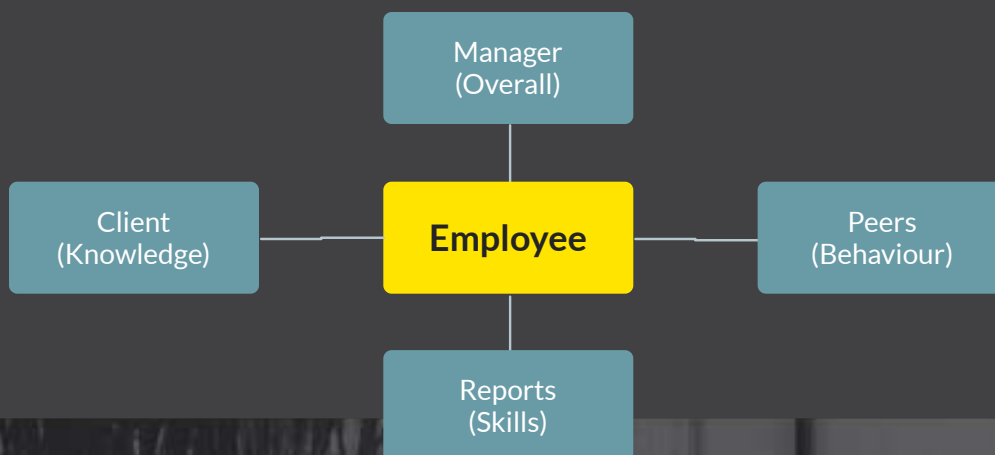
360-DEGREE FEEDBACK APPRAISAL

360-Degree Feedback

- A rounded review of performance
- Conducted by TNA researcher
- With managers and supervisors
- Other departments can be involved

Appraisal Forms

- Should be in place by the organisation
- HR should have annual appraisals
- for all department employees
- reviewed in confidentiality by TNA researcher





PRIORITIES & SOLUTIONS

Evidence-based Solutions and Recommendations

- ✓ Improved skills and knowledge with the biggest impact?
- ✓ Operational parameters for any training solution?
- ✓ Modalities most effective based on the analysis findings?
- ✓ Bridge from analysis to action and identifies the best possible solutions
- ✓ Customised solutions may include:
 - An online training course developed specifically for the needs identified
 - Virtual Instructor-Led Training (VILT)
 - 360° VR program for leadership training
 - A blended approach where learners utilize various modalities to achieve goals.
 - Establish Balanced Scorecards for improved organisational performance measurement.

TNA

DATA COLLECTION TIMELINE

TASK	PARTICIPANTS	DATE DONE
Interviews and Discussions	Country Manager, Marketing Manager, Marketing Vice president & Marketing supervisors	10/5/2021 - 13/5/2021
Performance goals sheets	Marketing Manager, Supervisors & Team Leaders	16/5/2021 -18/5/2021
Competency-based surveys	Salesman, Medical reps and other staff	23/5/2021 - 27/5/2021
Appraisals forms (optional)	All staff	TBC