Effective Training Needs Analysis Master Class (TNA)

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Introduction:

Training Needs Analysis is designed to help you identify the precise areas where training is required for your organization's employees. Effective training or development depends on knowing what is required - for the individual, the department and the organization as a whole. With limited budgets and the need for cost-effective solutions, all organizations need to ensure that the resources invested in training are targeted at areas where training and development is needed and a positive return on the investment is guaranteed. Effective TNA is particularly vital in today's changing workplace as new technologies and flexible working practices are becoming widespread, leading to corresponding changes in the skills and abilities needed.

Good training needs analysis is essential if the organization is to align the skills currently available with those required to meet strategic objectives. If conducted properly, it will also help you to diagnose when training will solve certain problems and issues and when alternative interventions might be needed. This program will help prepare all those involved in a training needs analysis to play their part effectively.

This intensive and interactive program has the added benefit of ensuring that training and development initiatives are aligned with organizational goals, objectives and culture; creating training solutions that are specific to the organization. The aim of this course is to demonstrate how you can be sure that right staff is provided with the right training at the right time.

Who Should Attend?

Training Managers, Training Coordinators, Administrators, Technical Assistants, Training Secretaries, Controllers, HR trainees, Supervisors who are involved with training and development, anyone in training or HR who needs to master TNA process, HR Professionals who need to understand how training can be measured, those interested in maximizing the training budgets, those training Coordinators and Administrators who need the confidence and skills to be able to prioritize training requests, those responsible for training budgets and who need to know what's required.

Course Objectives:

By the end of this course delegates will be able to:

- Prepare a plan for the identification of current and future training needs
- Select and use information-gathering techniques effectively
- Analyze the information to priorities training needs
- Produce a training plan showing solutions, priorities and benefit projections
- Prepare for training needs analysis projects at a variety of levels
- Assess the big picture and the detail, and work out the best approach or approaches
- Seek the right information that will set up good training design
- Describe how the training needs analysis fits into the performance management process
- Describe the different stages of a training needs analysis
- Identify the line manager's role in the TNA process
- Demonstrate how to clearly identify what training their business needs
- Describe different possible solutions to a business shortfall

- Ensure value for money by providing a link between training needs and evaluation
- Conduct TNA projects in a timely and effective manner

Course Outline:

Understanding the Training Analysis Process

- Defining the term 'training needs analysis'
- What makes up a training needs analysis (TNA)?
- What is the reason for the doing TNA?
- What do we want the TNA to achieve?
- What are the objectives and outcome of the TNA?
- What does it offer individual staff members?
- Training needs analysis model
- Individual and organizational competencies
- How does TNA fit into the organization?
- Factors that lead to success
- Factors that lead to failure

Clarifying a Sponsor's Request

- Conducting an interview to clarify the sponsor's request
- Establishing accurate information about the current and required performance
- Separating the performance gaps that can be addressed by training from those that require other strategies or interventions
- Analyzing the target group to ensure the solution is relevant
- Aligning the training needs analysis to the strategic objectives of the organization

Forecast Business Benefits

- Predicting the impact the training will have on individuals, teams and the organization
- Determining the measurable business benefits of the training

Gathering Information about the Performance Gap

- Selecting appropriate techniques in order to gather information on the performance gap
- Gathering information efficiently
- Conducting a learning needs interview professionally
- Developing, distributing and analyzing questionnaires
- Using technology and media to maximize efficiency

Determining the Content

- Determining content by breaking down a goal into tasks and sub-tasks
- Breaking down a task or sub-task into detailed learning points
- Grouping the identified tasks into sessions and structuring logically
- Identifying any learner pre-requisites for the intervention
- Estimating timings
- Analyzing the relevance and competence of skills by job roles/individuals
- Writing aims and objectives

Selecting Delivery Methods and Analyzing Resources

- Understanding the advantages and disadvantages of delivery methods
- Selecting the most appropriate delivery methods for each element of the design
- Analyzing the location, facilities and equipment to ensure they are fit for purpose and within budget

- Predicting issues that may arise during delivery and eliminating these where possible

Costing Training and Making Recommendations

- Negotiating adjustments to the budget, if applicable, based upon the estimated costs
- Reaching agreement on the objectives and deliverables
- Writing a report recommending a training solution