

## Training Needs Analysis

Analysing training needs is a **complex art**, and is really best done by **professional trainers**. The aim of this fact sheet is to give you some ideas for the sorts of questions you should be asking your staff, in order to identify training needs. However, it is important that any Training Needs Analysis (TNA) also takes into consideration the **needs and objectives of the business** and the **feedback of line managers**.

It is also important that you **manage expectations** on the part of those you are surveying. If they think that they will automatically receive any training they write on the form they will be very disappointed if you cannot provide it. You also need to ensure that you **communicate the results** of the TNA and the **action** you are planning to take.

### Example questions for appraisals or TNA surveys

If you have an existing course prospectus or list of courses available you could include this as a tick list, however the danger with this is that you do not identify training needs outside your existing provision. It is therefore important to provide space for free text as well, but you will need to structure this in order to get people thinking. The questions below are designed to do this. There are two ways you can use these questions. You can incorporate them as part of your regular appraisal process or include them in a specific TNA exercise.

- How do you feel about the training you have received so far?
- Looking back over the last year, what training do you wish you had received?
- Thinking about your career development over the next 12 months, what areas do you feel you need to know more about?
- Thinking about your career development over the next 12 months, in what areas do you feel you need to gain new skills or develop your existing skills?
- What ideas do you have for gaining the knowledge and skills you have identified above?  
*OR alternatively:*  
Which of the following methods of learning do you find most helpful (please tick)?
  - formal course
  - reading articles and literature
  - being given new tasks to try

**Don't forget** to capture any demographics you need – names, job titles etc.