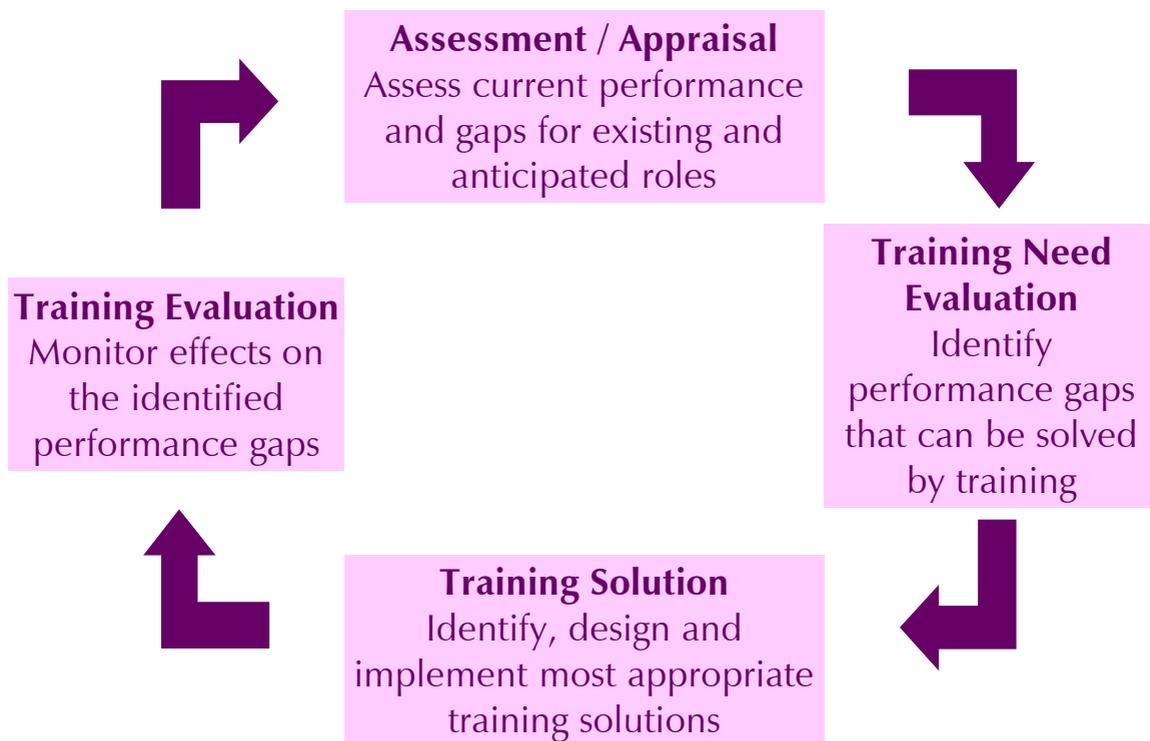# Service Outline

Fulcrum Management

TRAINING NEEDS ANALYSIS

Background

The objective of any training or development intervention is to improve performance or change behaviour. To achieve this it is necessary to set the programme within a control loop. [As shown in the diagram] This will ensure that each training event meets its specific objectives and that the overall programme is leading to changes in knowledge, skills and behaviour, which make it more likely that overall corporate objectives are met or exceeded.

In most cases, the process starts with a Training Needs Analysis [TNA]

Assessment / Appraisal
Assess current performance and gaps for existing and anticipated roles

Training Need Evaluation
Identify performance gaps that can be solved by training

Training Solution
Identify, design and implement most appropriate training solutions

Training Evaluation
Monitor effects on the identified performance gaps

Objectives

1. The TNA provides an objective evaluation of the current skill base of the employees.

2. An evaluation of the extent to which additional competences need to be developed.

3. The integration of the training and development into the overall employee development plan.

4. The installation of procedures, which allow an ongoing effective evaluation of the effectiveness of all development activities.

# Service Outline

Benefits

The diagram opposite illustrates how the Training Needs Cycle described above fits into the organisational mission. Undertaking the initial Training Needs Analysis with this overview in mind makes it highly relevant to the organisation's overall purposes

We are very conversant with the requirements for achieving the Investors in People standard and will ensure that the proposals will be compatible with the early achievement of this standard.

This approach ensures that training expenditure is focused on those areas where improvement is required and will thus ensure value for money.

The process will include a training environmental analysis, which will assess how training is perceived and received. This will help with the assessment of whether, when and how to deliver training. It will also identify any additional preparation work, which is needed to make the audience more receptive to the training.

Supply of people and skills

Demand for skills

Increased supply of skills

Demand for new & improved skills to meet plan and improve individual performance

Mission

Staffing Plan

Skills Audit

Performance Review

Development Action

Demand for people and skills

Increased supply of skills

Recruitment, Redundancy Redeployment

Development Needs

Current Performance

Increased individual capability

Training, new responsibilities, coaching, seminars, private study, day release, change of job etc

The Training Needs Analysis process also acts as an Organisational Development intervention, demonstrating to managers that the organisation takes training seriously and encourages their contribution. This can help overcome resistance to change. The process will also highlight areas of general management concern and indicate where processes and procedures need to be improved.

Service Outline

Fulcrum Management
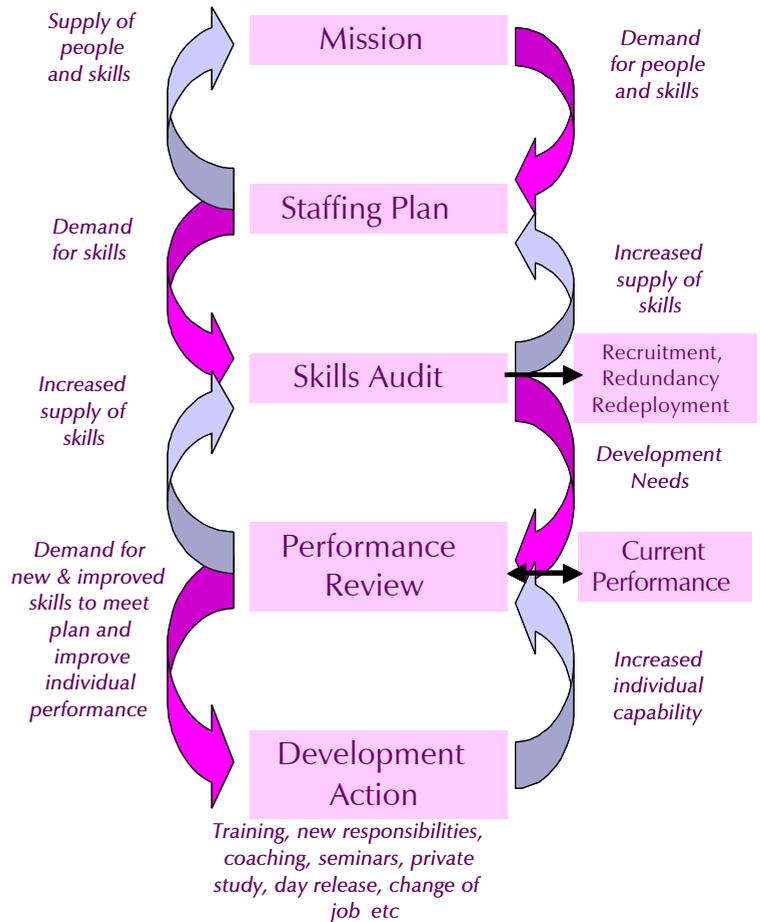
Methodology

Following an initial meeting to agree details and identify the target group, each employee will complete two questionnaires, one of which will be focused on assessing current capabilities, previous training and future needs. The other will be focused on assessing the individual's attitude to training and development and their perception of the organisation's attitude.

In addition, a number of employees will be interviewed, to provide more detailed background information.

The responses to the questionnaires and information provided in the interviews will be summarised and used to present an overview of current status and recommended future activities.

The results of the analysis will be presented both in report form and in a subsequent feedback meeting.

Typical Project Outputs / Deliverables

1.   A summary report / presentation

2.   A matrix of showing current competence levels

3.   A schedule of proposed development activities as a whole, by functional area and on an individual basis.

4.   Recommendations for an integrated training and development cycle covering the validation and evaluation of all activities. This will include recommendations on how to build this approach into performance management and appraisal systems.