

TRAINING NEEDS ANALYSIS

RIGHTWAY ELITE SDN BHD

HUMAN CAPITAL
ENRICHMENT CENTER

What is Training Needs Analysis (TNA)?

- To determine learning and development areas you need to focus on to achieve your company's goals.
- Identify the gap between the actual and the desired **Knowledge, Skills, and Abilities (KSAs)** in a job or role in your company.

Why do a TNA? Do you face these issues?

- Losing out to the competition.
- Not achieving the company's targets.
- Sales going down.
- Low motivation amongst staff.
- Customer complaints are increasing.
- Higher turnover of staff.
- Is the cost worth the benefit of training?
- If none of the above, would you like to increase the productivity & well-being of your company ?

When a lack of knowledge, skills, or abilities causes these problems, conducting a Training Needs Analysis (TNA), followed by relevant training, can be an effective solution.

In a nutshell, this is the approach of a TNA:

1. Identify your company's goals – overall organizational goals as well as department-specific.
2. Evaluate jobs and roles in your company.
3. Evaluate the people in current jobs & roles.
4. Do you need training? Or is it some other problem?
5. If you need training, what training do you need?
6. What do you hope to achieve after the training(s)?

The key is:

K – Knowledge: Identify the knowledge needed to achieve your goals.

S – Skills: Identify and improve your current skills, and additional skills you may need.

A – Attitudes: Identify and foster the attitudes and behavior needed for success.

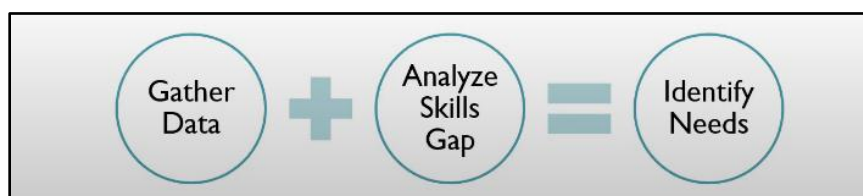
WHO CONDUCTS NEEDS ASSESSMENT?

- **The Manager** – for small scale assessments;
- **Human Resources** – for larger assessments;
- **Outside Specialists** – where local resources are not available



So how to conduct a TNA?

- We work with you to identify your company goals first.
- We speak to management & managers to understand their perspective.
- We create a questionnaire for employees to assess if they recognize the company's goals.
- We ask them about their goals, professionally and personally.
- Based on the data collected, let's determine if, and what, training will increase productivity.
- Differentiate between KSA issues & organizational issues.
- Decide what specific training is needed for which employee.



WHAT DO WE NEED TO KNOW?

1. What training is needed?
2. Who needs it?
3. Why is the training important?
4. How will the training be delivered?



We use a combination of 2 methods to identify what the organization needs:

1. The Performance Problem Approach
2. Competency Framework

The Performance Problem Approach

Relates to problems with the performance of specific employees or teams.

- Skills lacking?
- No motivation?
- Internal conflict?
- Absenteeism?

The Competency Framework

Relates to the level of competency of specific employees or teams.

- Is the employee or team suitable for the position or role?
- Any appraisal done by managers or peers? What were the conclusions?
- Does the employee or team contribute to the organization's goal? If not, is it because of a lack of skills (training) or is it a behavioral issue (not suitable for the organization)?

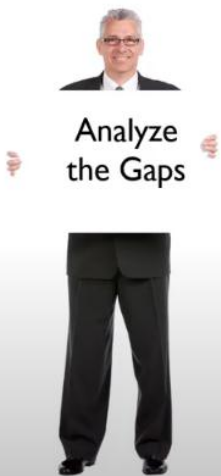
An example of a Competency Checklist.

COMPETENCY CHECKLIST					
Competencies	Employee 1	Employee 2	Employee 3	Employee 4	Employee 5
Leadership					
Competency 1	X		X		
Competency 2				X	
Competency 3	X	X		X	
Communication					
Competency 1	X				
Competency 2		X		X	X
Entrepreneurship					
Competency 1	X	X		X	X
Competency 2				X	

Finally, the Gap Analysis.

GAP ANALYSIS

1. Is the organization meeting its performance targets?
2. Do skill levels need to be increased to meet performance goals?
3. Have the organization's goals and objectives changed?
4. Is new technology necessary?
5. Do you have to learn to work with different resource constraints?
6. Are there human resource issues like turnover, absenteeism, and recruitment problems?
7. Do people have the skills, knowledge and competence required to do the work required of them?
8. Are there health and safety issues, competence issues, regulatory compliance issues or issues of legal exposure that will arise if people aren't fully trained?



Analyze the Gaps

Decide which of the gaps in skills & performance identified can be met by training. Note that not all performance gaps require training; sometimes, it is an attitude or behavioral issue. Some employees are just not suited for what your company does, and no amount of training will change that.

TYPES OF LEARNING

- In-House Courses
- External Training Courses
- E-learning
- Non-Formal Learning
- Coaching
- Mentoring
- Secondment
- Action learning



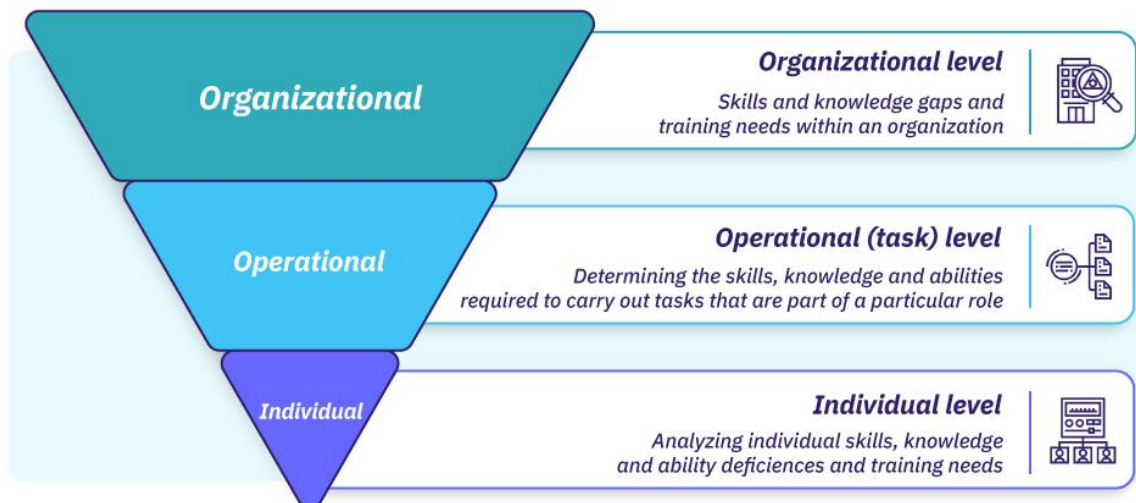
PRIORITIZING TRAINING

- What are the costs of the training?
- What will be the benefits of the training?
- Which competencies are most critical for business success?
- Which competencies are most urgent for business success?

Conclusion: Most companies recognize the importance of employee training and want to dive right in. While this enthusiasm is great, it skips a crucial step. Conducting a training needs analysis (TNA) is your first step to developing a successful training program.

Let us work with you and conduct a customized Training Needs Analysis for your organization. Let's discover which gaps can be addressed by training. We can help plan your total training needs, so you get maximum benefit and achieve your overall corporate aims.

Training Needs Analysis Levels



Contact us: