

How to use the Training Needs Analysis (TNA) Template

The main use for the TNA is to help you identify the specific training and development needs and prioritise your training investment. In particular, we hope it helps you with the development of yourself, your managers and supervisors and your workforce. Feel free to amend the chart and the criteria to suit your business or organization

The template will help you identify the key skills required in each position (either as a one off or a generic team job) and then to assess the competence of each person carrying out that role. You should end up with a chart that shows

1. The Key Skills or Tasks (technical and operational skills as well as the personal / interpersonal). This will enable you to break down all the duties required into sub-sections. This can be beneficial were there are a large number of tasks.
2. The Importance of that skill to the job, identifying the importance of each task. Now you can prioritize specific areas for development.
3. The level of usage or application of the skill. This could help you recognize essential training requirements for new recruits.
4. The planned changes being made to the job as a result of Technology Changes (T) or changes in Process (P). This lets you define current changes or even foresee them, giving you the advantage of tackling company issues with appropriate training.
5. Areas of Difficulty. This identifies immediate and long term Training requirements.

The table below indicates the level of competence in each skill by each individual in that role, which will be used in the evaluation of staff in the Training Needs Analysis

F	Fully Competent and can perform at this level consistently
C	Competent and can perform at this level most of the time
D	Developing this skill
N	Not required

A SAMPLE of How to Use the TNA is outlined below

Annual Training Needs Analysis.			Job Title <i>Team Manager</i>											
1.Highlight the main Tasks / Skills or Competences associated with the job or Job Description (1-12) Rate the key features of the job using the criteria listed below for each individual			1 <i>Plan & Make The Budget</i>	2 <i>Plan The Work</i>	3 <i>Meet The People</i>	4 <i>Meet The Plan Objs & Prodn Perf</i>	5 <i>Maint Of Equip</i>	6 <i>Act As Co-Rep</i>	7 <i>Meet The Qual Spec</i>	8 <i>Solve The Probs</i>	9	10	11	12
2. Job Importance (1=High - 4=Low)			4	4	4	4	4	2	4					
3. Level of Usage (H=High M=Medium L=Low)			H	H	H	H	M	L	H	H				
4. Changes in T Technology or P Process(See Key Below)			T*1	P*1	P*2		T*2							
5. Difficulties or Problem Areas (X)			X		X			X	X	X				
Name	Date of Birth	Lgth. of Service												
<i>David Dunn</i>	<i>010771</i>	<i>12 yrs</i>	D	C	F	C	F	F	C	C				
<i>John Smith</i>	<i>180553</i>	<i>16yrs</i>	F	F	D	F	F	D	F	C				
<i>Fred James</i>	<i>030666</i>	<i>12yrs</i>	D	C	D	C	D	D	D	D				
<i>Susan Jones</i>	<i>010772</i>	<i>6 yrs</i>	D	D	D	D	F	D	C	D				
<i>Pat McCoy</i>	<i>010775</i>	<i>5 yrs</i>	D	D	D	D	N	D	D	D				

SAMPLE

X =Problems encountered in previous year (e.g. Customer feedback) or expected in the new year

T*1 = new PC Budget System
 P*1 = new Planning Process
 P*2 = new briefing system
 T*2 = maint for new machine

Looks like you need to develop **Budgeting Skills** as well as **Team Briefing** and **Problem Solving**. Can you do this 'in house or do you need to send them on a training course? Some people could use some **coaching and mentoring** in the D category. You don't need to spend a lot of time on developing their skills as a company representative at this stage.