



# Training Needs Assessment

## Course Outline:

- Understanding of TNA
- What it is & what it is not (perceived versus reality)
- When it is used & benefits
- Benefits that can be derived from a well-executed TNA exercise
- Terms of Reference & Definition
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- What, why & how a TNA is performed
- Parties to a TNA
- Review of company goals & mission statement
- TNA defined
- Roles & types of surveys
- Focus groups – How to set it up?
- TNA Models
- HRD, organization targeted
- Human performance & technology
- Macro & micro TNA
- TNA Deliverables
- Goals of a TNA & desired state
- Current state & where the organization ought to be
- Cost considerations & management mandates
- Appointing a TNA team – Set up & understanding of role, commitments & responsibilities
- The TNA Process
- Data collection process
- Interpretation & collation of data
- Establishing the Annual Training Plan (ATP)/ Calendar
- Case study & presentation by groups
- Brief & debrief
- Presentation to Management
- Calling, setting & confirming the presentation to management
- Establishing objectives, justification & rationale
- TNA intervention presentation & recommendations
- Budgetary considerations (both for the TNA & the annual training calendar) & ROI
- Alignment with vision, mission & policy statement
- Provisions for a rework (if asked to do so)
- Benchmarking process
- Current challenges of the TNA
- Getting the Management to 'buy in'
- Implementation, communication & 'Roll Out' process
- Case study & presentation of a TNA recommendation to Management
- Emphasis on qualitative aspects, innovativeness, solutions, type of intervention,
- Recommendations, justification, ROI, benefits & budgetary considerations





### Course Outcomes:

- Define a Training Needs Analysis (TNA).
- Identify when to perform a TNA.
- Describe what information/data will be gathered.
- Determine the sources of data.
- Determine the level of required data.
- Describe specific data collection methods.
- Create an effective questionnaire.
- Explain how to analyze the data collected.
- Prioritize new training requirements.
- Describe the components of a Corporate Training Plan.

