

Training Needs Analysis

Training Needs Analysis with Keystone

Our Training Needs Analysis (TNA) is a process for:

- Clarifying where you are now, and where you want to be.
- Assessing the gap between them.
- Identifying the challenges or obstacles in your way.
- Developing a plan for bridging the gap.

Our TNA is driven by the requirement to meet your organisation's future needs in line with your strategic goals and business plan. It allows you to prioritise when you have multiple competing needs, and to make decisions on where to focus time, attention and finite resources most effectively.

What are the benefits of a TNA with Keystone?

- All learning and development plans are aligned with the organisation's goals.
- You gain a greater understanding of the organisational, department, team and individual needs.
- It focuses on 'right first time' which achieves efficiencies and avoids costly mistakes.
- You get an insight into wider issues that are impacting performance and how to address these through training and non-training interventions.

How do we carry out a TNA?



Context

We assess your current and long-term goals to understand where you want to be. This stage is carried out as a meeting with representatives from various areas of the organisation to gain an understanding of goals, processes and challenges. It's really important to be open and honest at this stage, as the understanding gained here sets a strong foundation for the rest of the process.

Research

We then carry out more in-depth research to identify the bespoke requirements of specific departments and teams. This may include some or all of the following, depending on the time and resources available:

- Interviews with employees, managers and key stakeholders or clients
- Observations and shadowing
- Surveys or questionnaires
- Focus group discussions
- Analysis of job descriptions, charters and SLAs
- Going through the department's succession plan
- Gaining understanding of planned or anticipated changes
- Budget assessment

Gathering this information is important to ensure that the right conclusions are made.

Analysis

We review the information gathered and assess the short, medium and long-term development needs of each department covered. This analysis may be at a higher level, or sometimes on an individual basis where key individuals or talent have been identified.

Report

The final stage of the TNA process is to develop a report that explains our findings and makes recommendations for bridging the gap between 'where you are now' and 'where you want to be'. This will be a mix of learning and development solutions as well as strategic planning considerations, such as goal setting, decision-making, prioritising, communication and management of environmental issues where appropriate.

What does a TNA report include?

One thing you will notice is that our TNA reports do not focus exclusively on delivered development solutions. We strongly believe in the role of self-driven and on-the-job development and we will make recommendations such as in-house shadowing, mentoring, coaching and specific personal development activities wherever appropriate. We'd be delighted if you did want to continue to work with us and make use of our expertise in learning and development, and you are welcome to contact us on an ongoing basis to talk through your needs and requirements.