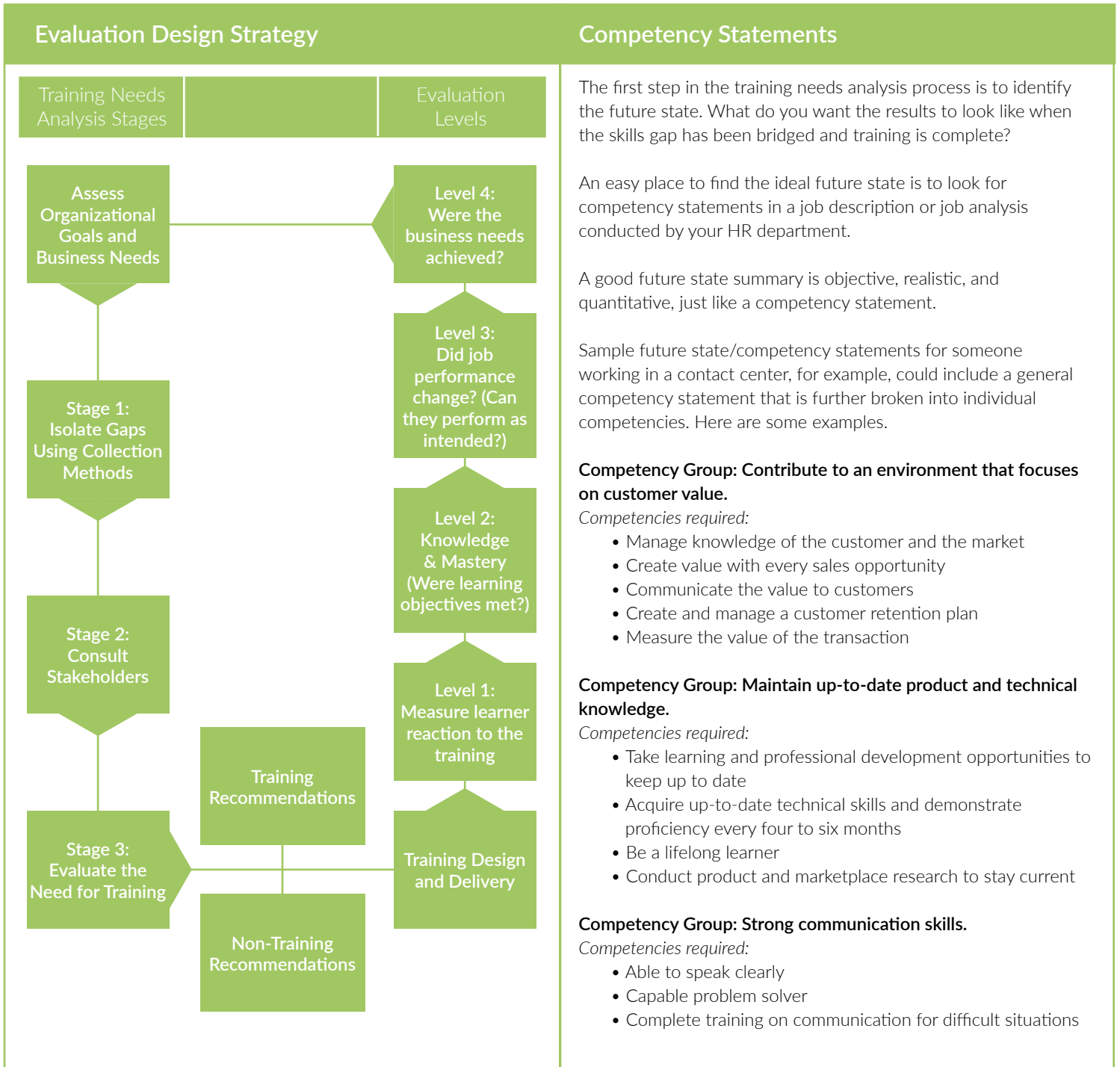




Developing a Training Needs Analysis

Quick Reference Guide

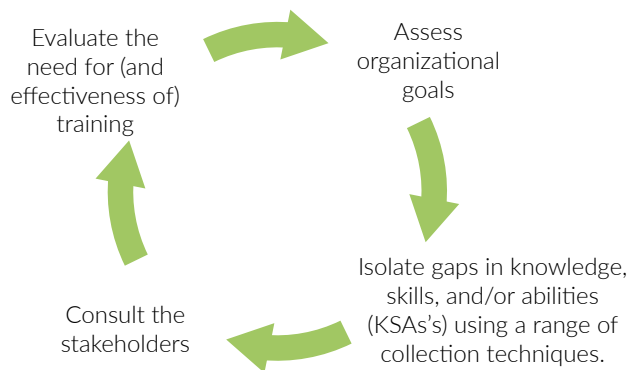


When Is Training Not Appropriate?

When these issues are present, training is not going to resolve the problem.

- Unclear feedback or unclear performance expectations.
- Lack of resources (tools, materials, equipment) needed to do the job.
- A poor match between the employee's skills and the job requirements.
- Factors stemming from illness or injury.

The ICE Method



Sample Analysis Questions

Here are some sample questions.

- What are the key goals and targets for your group in the next six to twelve months?
- What are the challenges/barriers that you face in meeting these goals?
- Describe the type of person who can contribute the most in meeting these goals.
- Think of your own knowledge, skills, and attitudes (KSA's). Do you have what you need to meet these goals?
- What are your weaknesses for meeting these goals?
- What additional KSA's would help you to be successful?
- When someone new starts working in your area, what information and training would be most helpful to them?
- Beyond training, what else could be done to help you and your fellow team members to be successful?
- Identify training needs that will assist employees in developing KSA's to perform better and meet goals more effectively.

Sample Training Needs Analysis

Future State	Current State	Gap	Action Plan
Customer e-mail inquiries will be replied to within 24 hours on average	Average response time is 32 hours	8 hours	<ul style="list-style-type: none"> • Create e-mail templates about the most frequent inquiries • Conduct training on using and customizing these templates • Conduct problem-solving training
Customer telephone inquiries will be answered within 5 minutes on average	Average hold time is 8 minutes	3 minutes	<ul style="list-style-type: none"> • Create electronic templates to replace paper templates • Conduct training on the new templates • Provide customer service reps with more clearly defined authorization and spending levels • Stagger lunch and shift changeover times

Gathering Information

When you conduct a training needs analysis, you can use any or all of the five primary data collection methods:

- Interviews
- Focus group discussions
- Surveys and questionnaires
- Document and statistical analysis
- Observation

To get the information you need, you might be able to select a “vertical slice” of the organization or a representative sampling. Or, you might interview everyone. You might also use a blended approach involving interviews, focus groups, and questionnaires.

The Five Whys Technique

(Five is a good number of “why” questions to ask, but you may need more or fewer questions than this.)

Why were you late for work today?

I was late for work because my car ran out of gas.

Why did your car run out of gas?

My car ran out of gas because I didn't put gas in it.

Why didn't you put gas in your car?

I didn't put gas in my car because I didn't have any money.

Why didn't you have any money?

I don't have any money because I spent it all on the weekend.