

HM030:
Training Needs Analysis (TNA)

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Training Description:

Training is looked at as a cost by most of the organisations because there is no clear picture as to why there is a need for training, who needs to be trained, what needs to be addressed via training, what skills need to be developed, and how the success of training will be measured.

When not done right, this obscure picture impedes the success of an intervention thereby leading to a setback and disbelief in the efficiency of learning and development in driving change. Successful organisations on the other hand clearly define the desired state (what does the goal look like), then assess the current state in terms of capabilities.

Knowledge, Skills and Abilities (KSA's) and then look at the gap and arrive at a need to bridge the gap by undertaking the right approach, one of which could be training.

This process centred approach ensures that the training is not a checkbox activity or whims of someone in the management, but a calculated step taken to help the organisation navigate and reach the desired state faster in an effective manner.

This intensive training course will empower you in understanding the importance of right training need analysis, how to conduct one for expected outcomes, what questions to ask while arriving at a training need, templates/ format to use, who all to be involved in conducting TNA, reports & usage of TNA to curate a right training program for maximum impact.

Training Objectives:

By the end of the training, participants will be able to:

- ✓ Define the meaning of the entire training cycle
- ✓ Explain the meaning of Training Need Analysis
- ✓ Determine the importance of Training Need Analysis
- ✓ Clearly define the factors essential for conducting a training need analysis
- ✓ Define competencies and explain Knowledge, Skills and Abilities (KSA's)
- ✓ Explain various Training and development perspectives
- ✓ Elaborate on the steps involved in the Training Need Analysis process
- ✓ Define the components of training need analysis report
- ✓ Ascertain the importance of learning styles while conducting Training Need Analysis
- ✓ Explain the factors important for design and delivery strategy of any intervention

Personal Benefits:

- ✓ Learn and explain the meaning and importance of Training Need Analysis
- ✓ Define the factors essential for conducting successful TNA for effectiveness
- ✓ Define KSA's for an employee to successfully perform a job
- ✓ Investigate and explain the symptoms and observations that lead to the need for a TNA
- ✓ Collaborate with multiple stakeholders (internal and external) for gaining insights on the performance gap
- ✓ Build a template, questionnaire for formal and objective TNA
- ✓ Conduct TNA to consistently build programs that help achieve business objectives
- ✓ Challenge and counter stakeholders who ask for training without defining a problem statement, help define a problem statement and then conduct a TNA

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- ✓ Partner with subject matter experts to look at solutions for the problems/ skill or performance gap identified
- ✓ Build and follow a step-by-step approach for conducting a TNA
- ✓ Define the components of an objective TNA report and create such reports for organisational success
- ✓ Be a champ in saving costs by investing only in right training that can address skill gaps

Organisational Benefits:

- ✓ Define competencies that are to be developed while conducting training need analysis
- ✓ Address skill gaps that are a roadblock in organisational success
- ✓ Define clear problem statements and indicators that can be addressed
- ✓ Get buy-in from learners by engaging and investigating with them
- ✓ Involve multiple stakeholders for getting a broad perspective for the right impact
- ✓ Ask relevant questions to gather the information that can help bridge gap
- ✓ Use a competency-based framework and formal approach to training
- ✓ Turn cost into investment by bridging the skill gap
- ✓ Use a scientific, failproof approach to plan training around proven challenges and concerns
- ✓ Develop TNA reports that can help develop and implement successful training, and help gauge effectiveness post-implementation
- ✓ Conduct TNA as a reactive procedure on client feedback, the gap in the current and desired state or proactively as a response to the everchanging economic environment
- ✓ Gauge excitement of team towards learning, build enthusiasm by involving activities as per learning styles and preferences
- ✓ Validate every training requirement that occurs/ stems up with a structured TNA

Training Designed for:

This course is intended for Human Resource Professionals, Trainers, OD Consultants, Managers of People, Independent Training Professionals, Instructional Designers

Training Requirement:

"Hand's on practical sessions, equipment and software will be applied during the course if required and as per the client's request."

Content can be adapted to your specific wishes. It is therefore possible to focus on specific modules of the training course as per client's learning needs and objectives. Further, it should be forwarded to us a month prior to the course dates.

Training Program:

FIVE DAYS:

- ❖ Introduction
- ❖ Module 1: What is Training Needs Analysis
  - Defining the process
  - Importance
  - Scope
  - Formula

- Steps involved in the process

❖ Module 2: Why Training Need Analysis
- Firefighting Vs. Time-consuming
- Cost Vs. Investment
- The performance gap is not always a training issue

❖ Module 3: Elements of Training Need Analysis Process
- Organisational Analysis
- Task Analysis
- Person Analysis

❖ Module 4: Factors to consider while conducting a TNA
- Opportunity for the practice of learning
- Active participation – participants inclination
- Relevance in the actual job

❖ Module 5: Steps in TNA Process
- Current State Analysis
- Desired State Analysis
- Determine the cause of performance gap: What causes the gap: Skills, knowledge, or something else
- Can a learning intervention address the issue? If yes, build it from there
- If no, communicate to the management that learning intervention cannot address the issue

❖ Module 6: Tools and Techniques for TNA
- Observation
- Interview
- Group Discussion
- Feedback from the management, customers, peers
- Questionnaire
- Focus Group

❖ Module 7: Key stakeholders to be involved
- The entity asking for training
- The entity engaged in design and development of training
- The participant groups
- The customers (internal and external)
- Other relevant consultants/ interested parties

❖ Module 8: Factors for content design and delivery in TNA
- Pre-training preparations
- Actual training
- Post-training support

❖ Module 9: Consequences of not performing appropriate TNA
- Wrong Content
- Reluctant participants
- Loss of time
- Loss of money

- Failure as a result

❖ Course Conclusion
❖ Post-Assessment and Evaluation

Training Methodology:

This interactive training course includes the following training methodologies as a percentage of the total tuition hours:

- 30% Lectures, Concepts, Role Play
- 70% Workshops & Work Presentations, Techniques, Based on Case Studies & Practical Exercises, Gamification, Software & General Discussions
- Pre and Post Test

Training Certificate(s):

CMCT Internationally recognized certificate(s) will be issued to each participant who completed the course.

Training Fees:

TBA as per the course location - This rate includes participant's manual, hand-outs, buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Note: The 5% VAT (Value Added Tax), will be effective starting 01st of January 2018 as per the new regulation from the UAE Government. The VAT applies for all quotation both for local and abroad.

Training Timings:

Daily Timings:

07:45 - 08:00	Morning Coffee / Tea
08:00 - 10:00	First Session
10:00 - 10:20	Recess (Coffee/Tea/Snacks)
10:20 - 12:20	Second Session
12:20 - 13:00	Recess (Prayer Break & Lunch)
13:00 - 14:00	Last Session

For training registrations or in-house enquiries, please contact:
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Training & Career Development Department