

# The Learning Needs Analysis Toolkit

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## Manager Analysis of Employee

Does the person have the ability to successfully achieve work objectives?

Does the person have the right attitude for the job?

What is the level of energy which is used by the person?

Are they lacking specific areas of experience which need to be addressed?

Can the person work flexibly?

Does the person possess the interpersonal skills to work effectively in their area?

Does the person have the specific knowledge required for the position?

Do they demonstrate suitable maturity for the position?

Does the person possess the people management skills for their position?

What is their level of productivity?

Does the person have the potential for promotion?

Does the person have the qualifications necessary for their current or future positions?

Does the person have the ability to work in a team?

Does the person have the specific technical skills required for this or a future position?

## **Employee Self Analysis**

- What are your strengths and weaknesses?
- How do you plan to address these weaknesses?
- What changes are happening to your area of professional expertise?
- How do you propose to keep up to date and maintain your professional standards?
- What training have you had during the past year?
- Do you have any choice in choosing the training courses you think you need?
- How does your training link to organizational aims and objectives?
- Are your skills being used effectively in the organization?
- Do you discuss your training needs with your line manager / the training department?
- Do you have a career development plan?
- Do you have a personal development plan?
- Do you have the transferable knowledge and skills to enable you to find another job if you current one ends, or you choose to change employer?

## **Identify team/departmental learning needs**

Is the provision of learning activities determined from a consideration of organizational objectives?

Is the provision of learning activities determined from a consideration of team / departmental objectives?

Does the team operate effectively as a team / department or just as a collection of individuals?

How might the team / department interact more effectively with its internal customers?

Does the team / department meet to discuss ways of operating more efficiently and effectively?

What skills of coaching and mentoring exist within the department to support learning?

How does the team / department measure its effectiveness and compare itself against other similar teams / departments either within or external to the organization?

### **Manager Assessment**

Are people encouraged to develop their own skills and knowledge?

Do managers support and encourage the development of people for whom they have responsibility?

Does your organization have clear objectives which people understand and can explain?

Do people understand how they contribute to the objectives of the organization?

Is there a clear induction process for people new to the organization?

To what extent does training and education contribute to improved performance in the organization?

How much training does each member of the team / department receive each year?

Are effective interpersonal skills observed all the time Use these questions as an prompt to identify specific areas of occupational training.

What current activities require specific training?

What future developments will require specific training?

Is a job analysis carried out to identify the skills and knowledge required for tasks in a particular occupation?

How are the skills of staff evaluated and compared to the requirements of the department?

Does a procedure exist for upgrading the skills of staff?

How often is a staff appraisal carried out and how often is there a follow up meeting?

Do members of staff have personal development plans which are designed to enhance their skills?

Is a 'license to practice' required for the occupational area?

How do you ensure that you get the qualifying level of continuing professional (education) points?

Do you regularly read professional / trade journals – what are the current issues of concern and which need addressing through learning strategies?

Occupational standards are available for most work areas and provide the most comprehensive descriptions of work activities – are these used to inform decision making?

between members of the team / department?

### **Are the Necessary Skills Available**

This checklist can be used as a prompt to identify areas that may require training to ensure smooth transitions and prevent bottlenecks.

- Appraisal
- Assessment Centers
- Audit
- Critical Incidents
- Downsizing
- Induction Training
- Internal promotions
- Internal transfers
- New equipment
- New legislation
- New markets
- New procedures
- New products

- New standards
- New systems
- Other training events
- Performance Management
- Skills shortages
- Succession Planning

Training Programs - Skills Checklist Below is a list of the main training areas which are to be found in many organizations. It can be used as a menu to identify areas that may not currently be addressed.

- Accounting
- Appraisal Skills Training
- Assertiveness Workshop
- Business Communication
- Business Ethics
- Business Strategy
- Business Writing Skills
- Career Development
- Change Management
- Coaching & Mentoring Skills
- Conflict Management
- Consulting – Internal and External
- Continuous Improvement
- Creativity
- Customer Service training
- Customer Relationship Management
- Diversity Training
- Drug / Substance Abuse
- Emotional Intelligence
- Employment Law
- Equal Opportunities Training

- Executive Leadership
- Financial Skills
- Goal Setting
- Harassment
- Human Resource Development
- Human Resource Management
- Induction Program
- Interviewing Skills/Techniques
- Leadership
- Managing Conflict
- Managing Difficult People
- Managing Resources
- Marketing Introduction to
- Meeting Skills
- Motivation
- Negotiating Skills
- Performance Appraisal
- Personal Assistant Skills
- Personal Efficiency Programme
- Presentation Skills
- Project Management
- Quality Management
- Selling Essentials
- Small Business Management
- Strategic Management
- Stress Management
- Supervisory Skills
- Supply Chain Management
- Report Writing
- Team Building
- Team Skills

- Team Leader Skills
- Telemarketing Skills
- Time Management
- Train the Trainer
- Training Skills
- Workplace Safety
- Workplace Violence

## **Impact of the Learning**

Evaluation of the impact of learning interventions may be carried out at a number of levels and involve a variety of factors:

### 1. Reaction

- What did the participants think about the learning interventions? What did the providers think about the training interventions? What were their thoughts about the venue facilities?

### 2. Learning

- What were the main areas which were remembered by the whole group of participants? What were the main areas which were forgotten by the whole group of participants? Which participants remembered the most from the training session? Which participants remembered the least from the training session?

### 3. Transfer

- Which elements of the learning have been applied in the workplace? Which elements of the learning have not been applied in the workplace? Why do the participants apply some of the elements of the learning program and not others?

### 4. Results

- What were results of the changed work behavior? What effect did this have on productivity?

## 5. Return on Investment

- What was the return on investment (ROI) of the training? How does the cost of training compare to the financial return on increased (decreased) productivity?

### **When Training is Needed**

- increased customer complaints
- a rise in workplace accidents
- higher absenteeism
- lower sales
- increased scrap rates / reworking
- lower performance than competitors
- low plant utilization
- low staff performance
- high staff turnover
- poor financial indicators
- low morale
- problems with suppliers
- benchmarking figures do not match or exceed competitors
- non-productive friction between departments
- non-productive friction between employees especially managers