

IDENTIFYING TRAINING NEEDS

Action List

1. Review your business objectives and identify critical **activities**.
2. Set measurable **performance standards**: for example, measures of production efficiency or marketing success.
3. **Monitor** performance to identify problem areas.
4. Get **feedback** from customers, suppliers and other key business partners; consider using interviews or surveys in areas such as customer satisfaction.
5. Ask **employees** to raise concerns and make suggestions; include discussion of training needs in employee performance management.
6. Identify any **dependencies**: for example, where only one employee has crucial skills or knowledge.
7. Review any **legal** requirements such as health and safety training.
8. Review any **changes** you plan or expect (eg new products, procedures or technologies); identify potential weaknesses and problems.
9. Consider how employees' **roles** may change: for example, your plans to promote individuals and to develop new employees.
10. **Prioritise** weaknesses, problems and potential problems.
11. Consider how improving **systems or equipment** could contribute to resolving problems.
12. Consider whether poor performance reflects bad **management**: for example, a failure to agree clear objectives and motivate employees.
13. Consider whether you have **unrealistic** expectations given the calibre or number of employees, and if you need to recruit new talent or reassign roles.
14. Consider whether training will be an **effective** solution; assess employees' willingness to learn, and preferred learning style.
15. Identify training options; set clear **objectives** for training activities.
16. Implement a **pilot training scheme** and review the outcome before rolling the programme out.

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17. Regularly review the **outcome** of training to identify further training needs and to assess the effectiveness of your training-needs analysis.

Cardinal Rules

Do:

- focus on **critical activities**
- anticipate **change**
- analyse the **causes** of poor performance
- identify **alternatives** to training
- review **outcomes**

Don't:

- assume different employees have the **same needs**
- expect employees to achieve **unrealistic goals**, with or without training
- ignore **other factors** contributing to poor performance
- organise training without clear **objectives**
- **impose** inappropriate training on unwilling employees

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