TRAINING OUTLINE

COURSE TITLE	Training Needs Analysis (TNA)
DURATION	1 day

Introduction

In today's dynamic and competitive business environment, organizations can no longer afford to invest in training without clearly understanding what employees truly need to learn. Many training programmers fail to deliver impact because they are based on assumptions rather than systematic analysis. Training Needs Analysis (TNA) is a critical HR and management tool that ensures training initiatives are aligned with organizational goals, job requirements, and individual performance gaps.

This course is designed to equip HR practitioners, managers, and training coordinators with the knowledge and practical skills required to conduct an effective Training Needs Analysis. Participants will learn how to identify organizational, job, and individual competency gaps through structured analysis methods, data collection techniques, and performance indicators. The program emphasizes a practical, step-by-step approach to diagnosing real training needs and translating them into focused, cost-effective training plans.

Training Objective

By the end of this program, participants will be able to:

- Understand the concept, purpose, and importance of Training Needs Analysis
- Differentiate between organizational, job, and individual training needs
- Identify performance gaps and distinguish training issues from non-training issues
- Apply systematic methods and tools to conduct an effective TNA
- Collect and analyse data using interviews, surveys, observations, and performance records
- Prioritise training needs based on business impact and urgency
- Translate TNA findings into actionable training plans and program
- Improve training effectiveness, return on investment (ROI), and workforce capability

Who Should Attend?

Supervisor/Department Heads, Officers, Executive and Managers

Learning Methodologies

Lecture, Discussion, Small Group Activity and Exercise

Course Content

9:00 AM – 9:20 AM | Ice-Breaking Session & Programme Alignment

- Trainer welcome and programme overview
- Participant self-introduction (name, role, organisation)
- Ice-breaking activity: "Why Training Sometimes Fails?"
- Participants briefly share one ineffective training experience
- Identification of common training challenges
- Linking participant expectations to the programme objectives

9:20 AM – 9:45 AM | Module 1: Introduction to Training Needs Analysis

- Definition and purpose of Training Needs Analysis
- Why training fails without proper TNA
- The role of TNA in organisational performance and competitiveness
- Link between TNA, business strategy, and human capital development

9:45 AM – 10:45 AM | Module 2: Understanding Performance Gaps

- What is a performance gap?
- Identifying symptoms vs. root causes of performance issues
- Training issues vs. non-training issues
  - o Systems
  - o Motivation
  - o Leadership
  - o Resources
- Consequences of misdiagnosing training needs

10:45 AM – 11:00 AM | Morning Tea Break

11:00 AM – 12:30 PM | Module 3: Levels of Training Needs Analysis

- Organisational Analysis
  - o Aligning training with business goals and strategic direction
  - o Identifying organisational capability gaps
- Job / Task Analysis
  - o Understanding job roles, competencies, and skill requirements
  - o Using job descriptions and competency frameworks
- Individual Analysis
  - o Identifying individual performance gaps
  - o Linking TNA to appraisal and performance management systems

Course Content

12:30 PM – 1:30 PM | Lunch Break

1:30 PM – 2:45 PM | Module 4: Methods and Tools for Conducting TNA

- Common TNA methods and when to use them
- Interviews
- Questionnaires and surveys
- Observation
- Focus group discussions
- Performance data and KPIs
- Advantages and limitations of each method
- Selecting the right tools for different organisational contexts

2:45 PM – 3:45 PM | Module 5: Data Collection and Analysis

- Planning the TNA process
- Gathering accurate and relevant data
- Analysing findings and identifying priority training areas
- Validating data with stakeholders and management

3:45 PM – 4:00 PM | Afternoon Tea Break

4:00 PM – 4:25 PM | Module 6: Prioritising Training Needs

- Criteria for prioritising training needs
- Cost, impact, urgency, and business risk considerations
- Balancing short-term operational needs with long-term capability development

4:25 PM – 4.45 PM | Module 7: Translating TNA into Training Plans

- Converting TNA findings into clear training objectives
- Designing targeted and effective training programme
- Selecting appropriate training methods and delivery modes
- Linking training outcomes to performance improvement

4:45 PM – 4.55 PM | Module 8: Measuring Training Effectiveness

- Importance of evaluation and follow-up
- Link between Training Needs Analysis and training evaluation models
- Reviewing and updating Training Needs Analysis regularly
- Continuous improvement in learning and development strategies

4.55 PM – 5.00 PM | Key Takeaways, Practical Discussion & Programme Closing

- Participant reflections and experience sharing
- Summary of key learning points
- Final Q&A and programme closing