

## **Learning Needs Analysis Framework**

### **Introduction**

UCL HR Organisational Development team (OD) seeks to encourage the use of the LNA framework as a tool that allows managers to support the development needs of their staff in order to effectively carry out their 'day to day' role.

There are a number of benefits to adopting the LNA framework; some of these are as follows:

- Managers taking responsibility for their staffs' ongoing development
- Measurement of progress against objectives
- Managing individual performance
- Encouraging evidenced based assessment
- Individuals feeling supported
- Improved staff performance

This guide has been designed to provide colleagues across UCL with the steps to conduct an effective LNA.

### **What is a Learning Needs Analysis (LNA)**

A Learning Needs Analysis (LNA) is a review of learning and development requirements that is designed to support individual, team and organisational development. It is a recognised developmental tool that evaluates an employee's skills, knowledge and behaviours in order to meet the organisational demands together with an assessment of any current or anticipated gaps in learning. The aim of the exercise is therefore to bridge any highlighted gaps through adopting various methods of support and development.

The LNA should be seen as the first step to establishing an effective development plan as it serves to determine learning objectives, design effective development programmes and empower managers to manage.

### **The process**

The process involves the manager meeting with their staff and formally discussing and documenting their learning needs. This allows them to assess the training/learning needs of their staff, identify any gaps at the individual, team and organisational levels and utilise the training budget to address these in a targeted way.

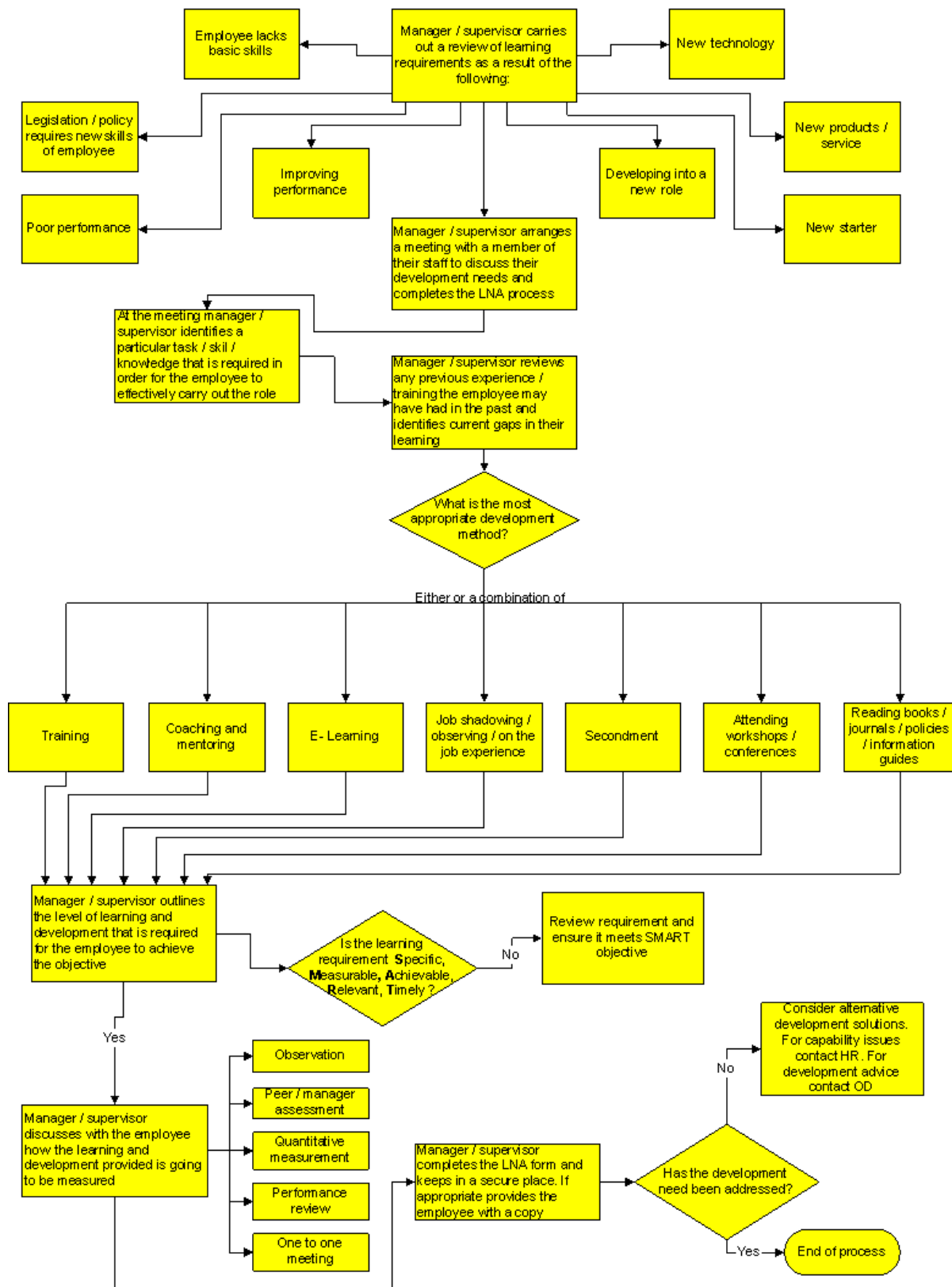
This framework has been developed to enable the process to be used within the university, by assisting managers' to structure their conversations, appropriately document the results and determine how it be evaluated. The LNA framework could

prove useful at the appraisal stage and could also act as a vehicle to support the behavioural framework.

The flowchart below shows can be used as a guide to take you through how the process works.

Further support and guidance can be sought if necessary by contacting the UCL HR OD team.

## Learning Needs Analysis Process



## Learning Needs Analysis (LNA) Form

Task/Skill/ Knowledge	Expectations of the manager/ organisation	Identified gaps in learning/ understanding	Previous experience/training	How will this be achieved	How is it going to be evaluated

### Matters to Consider

**Task/Skill:** What task or skill does the employee need to know to carry out their role effectively? Has the employee any knowledge on the subject? This could range from having an understanding of a particular policy, to more complex issues that require training, coaching etc.

**Expectations of the manager/organisation:** What is necessary for the employee to know in order to make the team/organisation function effectively? Does it meet with organisational objectives? Is it a realistic and achievable goal?

**Previous experience/training:** What does the employee already know? How long ago was their previous experience or training on a particular matter? Is it still relevant? Have there been changes in legislation, procedure, culture etc.

**Identified Gaps in learning/understanding:** Does the employee recognise those gaps? What is required in order to reach competence in that skill/task?

**How will this be achieved:** Could there be alternative ways of learning than to send on a course? Also consider self-learning, coaching, shadowing,

**How is it going to be evaluated:** What processes are in place to ensure that it has been achieved, how is it going to be measured, what are the timescales?