

# Previous work on Training Needs Analysis

## Introduction

The purpose of this document is to outline the research conducted into existing and previous work on Training Needs Analysis. In order to conduct this research many resources were examined such as research papers, projects and books for previous work on training needs analysis, in particular online TNA and methodologies to conduct TNA. The relevant personnel associated with these resources were also contacted for further information.

It was found that there was little information available about online TNA. There was a lot of commercial websites offering TNA or online TNA, however on these sites there was no information on how these techniques were implemented. There were several books and projects outlining traditional Training Needs Analysis techniques, this document summarises each of these resources and outlines their relevance to eCASME.

## Leonardo Da Vinci TNA projects:

There have been projects completed under the Leonardo da Vinci umbrella that have conducted Training Needs Analysis.

### ***COMBAT - Competence Based Training in the European process industry:***

This is a project run by the Netherlands which has a co-operation of eleven partners based in eight different countries of the EU. Its aim was to develop a methodology that identifies changes in job requirements and qualification needs and to effectively train their workers and future workers according to their workplace. The COMBAT Training Needs Analysis and On-the-job Training methodology offers a coherent set of instruments to use:

- competence analysis
- assessment of workers at the workplace
- training needs analysis
- training plan development
- training delivery

Reports can be obtained from their website: <http://combat.pitt.nl>.

### ***IMVOCED - Improving Vocational Education in TQM by Developing In-Company Work Based Learning Techniques***

IMVOCED is a pilot project run by the UK, involving 12 partners in 5 countries: Slovakia, Finland, Belgium, Portugal and UK. It began on 1 December 2000 and will last for three years until 30 November 2003. The main aim of the project is to develop a training course in Total Quality Management (TQM) delivered in-company via online methodology. Currently, the course is being piloted in three industry sectors within three respective countries: IT in Finland, Agriculture in Slovakia and Property Consultancy in the UK. One of the workpackages was to research TQM training needs and deliver a Training needs analysis template which is available at

[http://ccdec.tuke.sk/%7Ehorovcak/php\\_db/imvo1/questions.php](http://ccdec.tuke.sk/%7Ehorovcak/php_db/imvo1/questions.php) from this a course is to be developed.

More information can be obtained from their website on:

<http://www.luton.ac.uk/imvoiced/>

### ***Training Needs of Trainers in Further Education***

This project was funded under the Leonardo da Vinci Programme of the European Union and the Department of Education and Science in Ireland. The Project ran from 1997 to late 2000 and began with the joint development by the three partners, DCU, (Ireland), PEA, (France), and EMFEC (UK), of a methodology of training needs analysis. The final report was an analysis of the training needs of trainers in the Further Education sector in Ireland. This involved bringing together key informants from the FE sector and conducting brainstorming sessions based on the techniques pioneered by Edward de Bono. Out of these sessions a questionnaire was developed and distributed to FE co-ordinators throughout the system. The data from the questionnaire was also used to inform the development of a structured interview schedule used to conduct an extensive series of interviews with FE centre co-ordinators throughout the country. The report concludes with an outline of the current situation with regard to training needs and suggests ways of meeting the differences identified.

The full report can be obtained from: [http://www.dcu.ie/education/e1\\_p2r.pdf](http://www.dcu.ie/education/e1_p2r.pdf)

### ***Tools for Training Needs Analysis for European Works Councils***

This is a trans national project involving UK, Germany, Italy and the Netherlands which attempted to develop a series of methodologies for identifying and analysing training needs in European Works Councils.

Futher information can be obtained from:

<http://www.unn.ac.uk/academic/ss/government/leonardo.htm>

All personnel involved in the above projects were contacted in relation to the training needs analysis techniques used, however on further examination it was found that some projects were specific to particular areas others had no formal methodologies for conducting TNA in place. However these projects allowed the team to gain an understanding of how Training Needs Analysis' were conducted.

### **Other projects which examined TNA**

In addition there were projects that were conducted in other institutions outside Leonardo da Vinci:

### ***Scottish Further Education Training Needs Analysis***

This project was funded by the Joint Information Systems Committee. It is similar to the project conducted by DCU as part of Leonardo. It consisted of a survey which was designed to identify training needs for collage staff. The purpose of the Survey has

been to help us see where money and effort should be spent to address the training needs of staff in the Scottish FE sector. The report can be obtained from [http://www.rsc-ne-scotland.ac.uk/tna/TNA\\_29oct2001.pdf](http://www.rsc-ne-scotland.ac.uk/tna/TNA_29oct2001.pdf)

### ***Training Needs Analysis-Pre Start-up and the first four years of trading***

This project was undertaken by Cornwall Business School. The overall aim of this project was to research the training needs identified and undertaken by Small to Medium sized Enterprises (SMEs) in Cornwall with an emphasis of the pre-business start-up phase. A number of SME's mainly in industrial sectors were involved in focus groups. SMEs that participated in the Focus Groups emphasized the influence training had on the growth of their business. However, the majority found it difficult to fulfil identified training needs, due to a number of constraints. The main barrier highlighted was the lack of time available for training activities. Another obstacle referred to was the inflexibility of training courses in terms of the timing and location. The barriers identified above are compounded by the lack of forward planning owner/managers are able to give to their training needs

Further information is available on: <http://www.cbsresearch.co.uk/TNA.htm>

Again the relevant personnel were contact about the work conducted in these projects. It that like the other projects the techniques were specific to particular areas and not general enough to use as part of the eCASME design. Although they provided a useful insight into how TNA's were conducted and companies/institutions attitudes to training.

### **Books**

In addition to the above two books were examined which highlighted how TNA were conducted. These books provided a background on Training Needs Analysis techniques.

#### ***Training Needs Analysis by Michael Williamson***

This outlines how to identify a training need, how to analyse that need, from this analysis how to identify training objectives and outline a training plan for individuals.

#### ***Training Needs Analysis in the Workplace by Robyn Peterson***

This book outlines how to conduct a training needs analysis as well as a process plan for conducting a TNA. It then identifies ways best methods to gather information to conduct a TNA.

### **Conclusion**

In addition to the above individuals from various government organisations in countries worldwide in relation to their Training Needs Analysis practices, some of these provided a question set relevant to specific areas of industry.

Overall these resources provided eCASME with a sufficient background on different Training Needs Analysis techniques and highlighted the need for the generation of a formal generic design methodology that would assist the development eCASME's online Training Needs Analysis tool.