TRAINING NEEDS ANALYSIS
TNA Consultancy Skills Course

COURSE GUIDE

INTRODUCTION

Investment m naming can only be justified if it leads lo unproved performance This applies to public and private organisations, departments of government. NGO's and especially to individual employees and beneficiaries For training lo make an effective contribution to improved performance, and to help people to develop to their potential, it should be based on all four stages of the Systematic Approach to Training (SAT) The first stage of this requires that training and development needs of people, as individuals and members of working groups arc identified This enables time, money and resources to be focused on helping people and organisations with performance-related problems and opportunities for development

However, not all performance problems are caused through training needs. Other, non-training, factors, of equal importance, also influence performance All these factors are included in the concept and practices of Training Needs Analysis (TNA) The purpose of this course is to help participants develop TNA consultancy skills so that they can help client organisations improve performance through recommending appropriate training and non-training interventions.

DESIGNED FOR

The TNA Consultancy Skills course is intended for institutional and departmental trainers. It is also suitable for experienced government officers and managers who are involved in helping organisations improve performance.

COURSE STRUCTURE

The development of consultancy skills involves a general understanding of the systematic approach to training, linked to specific knowledge and skills of the process and techniques required to identify training and non-training needs. The course has three distinct features, each helping participants to develop their skills and understanding of TNA:

1. **Distance Learning** This provides a general background to issues which will be faced by TNA consultants.

2. **Consultancy Skills Workshop** Run over a period of two weeks, the skills-based workshop includes exercises, case studies and a TNA consultancy assignment with a selected client organization.

3. **TNA Consultancy Project** On completion of the workshop, each participant will undertake a personal TNA consultancy project with a suitable client organisation. This will be carried out over a period of three weeks and a consultancy report submitted for assessment.

TNA TOOLKIT

This forms a framework for TNA consultancy activities It establishes a clearly defined process for consultancy and a selection of tools or techniques. A copy of the toolkit will be used by participants both during the course and. later, when they are carrying out the duties of TNA consultants

The *TNA Toolkit* provides a comprehensive selection of tools, checklists, advisory notes and an illustrative case study. These are intended to provide participants with information needed during the workshop and to help them develop their competence as TNA consultants.

COURSE STYLE

The TNA Course is intended to help participants develop consultancy skills, especially in respect to identifying training needs. This is not a Taught' course, rather it is a series of practical learning activities - some simulated by the use of case studies and other actual field-based situations. Participants arc therefore expected to take responsibility both for their own learning and in helping the development of other participants.

Distance Learning

The purpose of the Distance Learning is to introduce the concept of Training Needs Analysis and outline issues they will face when carrying TNA consultancies. The expectation will be that participants have studied the material and completed assignments.

Workshop

The workshop introduces the *TNA Toolkit* and provides a series of opportunities for participants to develop their consultancy skills. Initially, this will be done by means of institutional-based, simulated activities using incident case studies. Following this, participants will form consultancy teams to earn out a fields-based consultancy with a client organisation.

As the workshop is based on an intensive series of team activities, it requires full-time commitment, including some evening study. We therefore assume that course participants will be either residential or within easy commuting distance.

Project

On completion of the workshop participants will be required to complete an agreed TNA consultancy project for submission to the course tutor Participants who satisfactorily complete their project will be awarded a certificate of competence, recognised by the Department of Personnel and Training

OBJECTIVES

At the end of the course participants will be able to

1. Explain how the Systematic Approach lo Training (SAT) can be used to help organisations improve performance

2. Define Training Needs Analysis (TNA)

3. Explain how TNA contributes to the design and delivery of training programmes.

4. Describe three factors contributing to performance problems.

5. List the five phases used to carry out TNA consultancies.

6. Use tools included in the *TNA Toolkit* to earn out consultancy activities.

7. Establish a TNA consultancy assignment with a client organisation.

8. Build a relationship with a client and stakeholders.

9. Interview a client, stakeholders and others associated with terms of reference for a consultancy.

10. Collect data relevant to identifying performance problems in a client organisation.

11. Analyse data to identify training and non-training needs.

12. Distinguish between training and non-training factors affecting performance.

13. Clarify the priority of identified performance problems.

14. Discuss findings and proposed recommendations with a client and stakeholders.

15. Link training recommendations to other stages of SAT.

16. Write a TNA consultancy report.

17. Present a report and recommendations to a client.

18. Prepare design briefs.

19. Conduct a full five-phase TNA consultancy assignment with a suitable client organisation.

20. Meet DoPT competence criteria for the award of Certificated TNA Consultant.

TIMETABLE FOR THE WORKSHOP

The Consultancy Skills Workshop is run over a period of eleven working days, starting at 10.00 on Monday of Week I and concluding at noon on Friday of Week 2.

Participants, working as members of consultancy teams, should expect evening activities. This will apply during skills development activities at the institute, and especially when carrying out their TNA consultancy assignment in a selected client organization. The following is an indication of how we allocate the time.

WEEK 1	CONTENT
Monday	Introductions Review Distance Learning The 'Sales Problem' Issue *TNA Too/kit* Evening study of case study - 'Aravalli Hills Project'
Tuesday	Aravalli Hills Project - consultancy teams - meet a client - interview stakeholders - evening team preparation
Wednesday	Aravalli Hills Project (continued) - data collection with a client and stakeholders - analysis and diagnosis of data - evening preparation for a feedback session with a client
Thursday	Aravalli Hills Project (continued) - feedback meeting with a client - preparation of a consultancy report - presentation of a report to a client and stakeholders - review and feedback Forming teams for field consultancy assignments - evening preparation for meeting a client
Friday	Field Consultancy Assignments - meeting a client to arrange ToR - planning data collection - interviews with stakeholders - evening: team and individual preparation for meetings
Saturday	Field Consultancy Assignments (continued) - further meetings with stakeholders and client - meetings with customers and beneficiaries - evening team planning

WEEK 2	CONTENT
Monday	Field Consultancy Assignments (continued) - data collection - analysis and diagnosis of data - evening: team planning
Tuesday	Field Consultancy Assignments (continued) - data collection - analysis and diagnosis of data - evening team planning for final meeting with a client
Wednesday	Field Consultancy Assignments (continued) - final meetings with the client and stakeholders - preparing TNA report - preparing presentation - evening: learn rehearsal of presentation
Thursday	Field Consultancy Assignments (continued) - presentation of TNA Consultancy Report - feedback from client, stakeholders and tutors Individual TNA Consultancy Projects - briefing certification - individual meetings with tutors
Friday	Individual TNA Consultancy Projects - presentation of proposed projects Valediction

PROJECT

Distance learning, followed by the workshop gives participants an opportunity to develop skills and understanding of the process and techniques used for earning out the duties of TNA consultants. The project is intended to continue this development and lo confirm their competence They are required to earn out a practical TNA consultancy project of benefit to their institution or organisation. The choice of a suitable project is left to participants and their management to decide, although it should be concerned with genuine performance problems in a client organization.

The course tutor will require the following details of the proposed project:

Name of participant

Client organisation where the consultancy will be carried out.

Performance problems likely to be encountered

A brief description of how the completion of this consultancy will be of benefit to both the client organisation and the associated training institution.

Please note that the final date for accepting the project will be agreed with the tutor. Participants who complete their project successfully will be designated 'Certificated TNA Consultant' by the Department of Personnel and Training.

Assessment of the project will be based on the Project Assessment Form. This gives the criteria to be used for assessment, although we will give emphasis to the imaginative application of these features, as we do not intend them to impose a rigid set of rules. The criterion score for an acceptable project is 70%.

If a project is not up to the required standard, we will refer it. Tutors will give participants advice about how they can improve the project and an invitation to resubmit it. Please note that the course provision allows for one referral, only.