

Template – Training needs analysis (TNA)

The TNA can be a useful tool during the performance appraisal process. A manager can discuss with an employee the areas of improvement required and the steps they can take to develop the required skills and training for them to achieve goals.

It is important to look carefully at the people within your business and establish what sort of training or experience they may need to fill current and future roles. When you identify skills gaps through this type of analysis you can work out what training to deliver now, and what development will be required in the future. This plan can be filed in an individual's personal file so it can be reviewed at formal performance evaluations.

Major tasks of position	Training/skills development required?		If yes, identify what training needs exist	How will this be achieved? (e.g. on the job, external training)	When?	Who to organise? Training provider?
	Y	N				

What do we want to achieve in the period ahead?

Where can you/we see your career moving in the next two years?

How are we going to make this happen?

What will you need from the company to assist you to reach your career goals?
