
Analysis of training needs

Strategies and aims of the analysis of needs

In these times of rapid organisational and technological changes it is especially relevant that knowledge and skills once acquired in training do not suffice for the entire professional life. The increasing speed of changing processes for the employee means a continual need for adjustment to the training requirements.

This calls for efficient operational further training. However, training can only be effective, if it is conducted on the basis of a systematic analysis of training needs.

Analysis of needs and further training in particular serve the purpose of enabling the employees to accomplish their current tasks and to independently and actively cope with new, unforeseen requirements or problems in production processes and changes in job requirements.

Further effects are:

- An analysis of needs including the employees leads to a positive in-house working environment.
- The analysis of needs provides information about the competences and development potential of the employees and is the basis for future technological and organisational changes in the enterprise.

The success of learning is the bigger and longer lasting the more the learning contents correspond to the training interests of the trainees. In the analysis of needs therefore it is important not just to integrate training interests of the enterprise, but also to involve the employees. Further training must exhibit a practical orientation and at the same time motivate the workers to participate in the training measures. Neither the group talks nor the personal interviews are bound to special prerequisites. A chaired or moderated group talk can also be implemented in enterprises where no group work can be found. It is a prerequisite that the employees work in an interrelated activity field.

Methods for the analysis of needs

Chaired group talks and personal interviews in a combined procedure

In the following we introduce an exemplary method for the systematic recording of the further training needs of employees in different fields of work. This method consists of two steps, an introductory, chaired group talk and optional personal interviews to follow.

The approach is characterised by:

- First the training needs are investigated from the point of view of the employees.
- The workplace as a whole is included.
- Only in subsequent personal interviews the view of the employee is broadened by the opinions of the supervisors.

The employees are informed about the planned project before the introduction of the chaired group talk. The supervisor is involved in the preparation of the forms (questionnaires).