

Checklist: Learning needs analysis

Learning needs analysis (LNA) involves gathering information about employees to identify any gaps between actual and desired skills and knowledge. This involves collecting information on what job roles entail and combining it with any other organisational tools, such as competency frameworks. This tells us what someone needs to be able to do to perform their role now, but also in the future.

Use this checklist to collect and analyse data.

Emphasise the advantages of learning and development	Notes
Interviews and discussions: Holding one-to-one sessions with stakeholders, these can be held formally or informally, structured or free flowing to explore current and future needs.	
Questionnaires and surveys: Sending out specifically designed questions to a range of stakeholders to determine the learning needs.	
Organisation information and metrics: This can be performance measures (such as KPIs), people statistics (such as sick absence, turnover, employee surveys) to build a picture of the current state and identify needs.	
Analysis models: Using models such as <u>PESTLE</u> and <u>SWOT</u> to identify learning and development opportunities.	
Performance review: Using data from performance review/ appraisal cycles to identify needs	
Assessments and tests: These can range from observing people at work, asking people to undertake specific tests or professional exams that are relevant to the role and organisation.	
Skills matrices: Where organisations have in place a matrix showing job tasks (for example in retail it could be checkout tills, self-scan tills, restocking, warehousing, customer service desk, returns and refunds etc) and for each employee a rating or level descriptor (for instance, n/a, inducted, expert, can train on this topic). It allows managers and L&D practitioners to see where skill and task shortages are and plan effectively.	
Focus groups: Getting a group of people together to discuss current and future skills, knowledge or behaviour gaps and explore options for closing the gaps.	
System data: Using data from LMS/ LXP or other HR/people data sources to compile a learning needs picture.	

Where gaps are identified, consider the best way to achieve a learning and development intervention	
Could this learning be delivered through a formal programme? Is there an appropriate alternative or does the employee want/need to complete a degree or professional qualification?	
Are there resources internally to provide a solution to this need? Do we have people with the expertise to deliver this internally or do we need an external specialist?	
What will the time commitment be? This may range from a one-hour informal mentoring session to a three-year part-time university degree.	
When collating of the information, the organisation can consider the following	
How many people have the same needs?	
How will the needs be prioritised?	
What are the financial and other KPI implications?	
How will the L&D or training budget be prioritised?	