

Individual Learning Needs Analysis Information

A manager should regularly review the performance of those individuals for which they have responsibility. This is usually done during the appraisal interview, but if this only occurs once a year it is insufficient and should be more frequent.

Below are a number of areas which need to be considered and which may provide insights into areas of learning needs:

- Does the person have the ability to successfully achieve work objectives?
- Does the person have the right attitude for the job?
- What is the level of energy which is used by the person?
- Are they lacking specific areas of experience which need to be addressed?
- Can the person work flexibly?
- Does the person possess the interpersonal skills to work effectively in their area?
- Does the person have the specific knowledge required for the post?
- Do they demonstrate suitable maturity for the post?
- Does the person possess the people management skills for their position?
- What is their level of productivity?
- Does the person have the potential for promotion?
- Does the person have the qualifications necessary for their current or future positions?
- Does the person have the ability to work in a team?
- Does the person have the specific technical skills required for this or a future position?

The person with most responsibility for your learning is you! Although there are general training policies and procedures you cannot expect the organisation to have the same insights that you possess. If you have not already done so, you should seize the opportunity to shape your career - research suggests that those who plot their careers tend to be more successful than those who cross their fingers and hope for the best.

There are now few jobs for life and people regularly change not only their jobs but also their careers during their working life. For these reasons, you should regularly conduct a personal audit along the lines of the questions below to ensure that you are heading in a direction that you wish to follow.

- What are your strengths and weaknesses?
- How do you plan to address these weaknesses?
- What changes are happening to your area of professional expertise?
- How do you propose to keep up to date and maintain your professional standards?
- What training have you had during the past year?
- Do you have any choice in choosing the training courses you think you need?
- How does your training link to organisational aims and objectives?
- Are your skills being used effectively in the organisation?
- Do you discuss your training needs with your line manager / the training department?
- Do you have a career development plan?
- Do you have a personal development plan?
- Do you have the transferable knowledge and skills to enable you to find another job if your current one ends, or you choose to change employer?

Collecting the Data

Data can be gathered from a number of internal and external sources, it is important to investigate the most appropriate information to guide the learning needs analysis.

Sources of Data Checklist

Internal Sources	External Sources
Activity logs	Boundary Scanners
Appraisal documents	Consultants
Current employees	Industry conferences
Customer feedback forms	Industry journals
Customers verbal comments	Libraries
Desk analysis	Learning and Skills Councils
Employee satisfaction surveys	Newspapers
Focus groups	Professional journals
Health and Safety audits	Sales people
Interviews	Sector Skills Councils
Management information systems	Trade magazines
Personal Development Plans	The Office of National Statistics
Observation	
Questionnaires	
Personnel records	
Sales figures	
Sales personnel	
Training records	

(Source: http://tall.conted.ox.ac.uk/lnat/individual_learning.php)

