

Training needs analysis checklist



Questions to answer before you plan any training. Use it with leaders, managers, and staff, then decide what to do first.

1. Be clear about the goal

- ☐ What do we want people to do differently, and where in their work?
- ☐ Which business, school, or team goal does this support?
- ☐ How will we know the change has happened? What would we see or measure?

2. Ask leaders

- ☐ What are the top performance priorities this year?
- ☐ Where are mistakes, delays, or complaints happening?
- ☐ What support and time will staff have to practise new skills?

3. Ask managers

- ☐ What does good work look like in each role?
- ☐ Where do new staff struggle in their first months?
- ☐ Which skills are missing, and which are present but not used?

4. Ask staff

- ☐ What gets in the way of doing your best work?
- ☐ What do you wish you had been taught when you started?
- ☐ How do you prefer to learn: in person, online, or on the job?

5. Check what you already have

- ☐ Existing survey results, appraisals, and feedback
- ☐ Records of mandatory training and who has completed it
- ☐ Courses and materials already in your LMS

6. Separate training problems from other problems

- ☐ Do people know how to do the task? If yes, training may not be the answer.
- ☐ Are tools, processes, workload, or unclear expectations the real cause?
- ☐ Would a job aid, checklist, or coaching work better than a course?

7. Decide and plan

- ☐ List the gaps, and rank them by impact and urgency.
- ☐ Choose who needs what, and the best format for each group.
- ☐ Agree how and when you will check whether practice has changed.