APPENDIX 15A – EMPLOYERS’ HANDBOOK

**COMPANY TRAINING NEEDS ANALYSIS CHECKLIST**

**Company Background, Business Strategy and Objectives**

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| * How long has the business been established? * What are the company’s strategy and objectives for the future? Short, medium and long term? * How big a threat are your competitors? * What have been your successes to date? What can be replicated? * What are the current and future key challenges/risks for the business? How will you manage any risks? * What are the opportunities for the future? * What plans do you have to maintain/increase sales over the next 3 years? * Who are the key personnel in the business? Do you have succession planning in place? |

**Markets, Products & Services**

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| * What are your organisation’s main markets? Do you intend to enter new markets over the next 3 years? * What are your main products and services? * Are you planning to introduce new products? What are the implications and potential training requirements? * How do you develop new products/services? * Who is responsible for sales and marketing? * What are your routes to market? How do you sell? * Who are your main customers? * How is customer feedback gathered? * Do you use a Customer Relationship Management (CRM) system? Does this require you need any additional skills? |

**Operations**

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| * Are you working to full capacity? * What cost reduction areas have you identified over the next 2 years? * Do you have any bottlenecks in your company / processes? * How are suppliers managed to ensure you are getting the right level of service? * How do you manage waste/scrapage? * What technology do you use and how might this change your production/service e.g. new machinery, automated programmes? * Would changes require additional people to carry out different tasks or impact on how they are supervised or managed? Is multi-skilling required? * What financial management system do you use and is it effective? |

**Structure and People**

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| * What is the structure of the business? Ratio of management/direct employees? * Is communication within the company effective or is it generally on a ‘need to know’ basis? * Are there regular management meetings/team briefings? * Are there any vacancies or issues surrounding recruitment and/or retention of staff? * How do you measure people’s performance? * Are there any individual/team performance issues? * How are managers developed? |