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?
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**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?
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**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?
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**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?
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