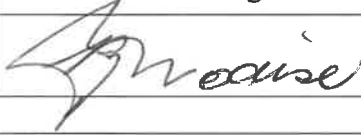
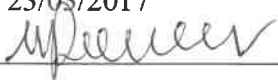
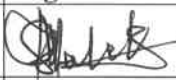
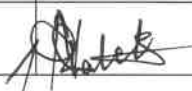




OFFICE OF THE PREMIER

ROUTE FORM

Ref No. : S.5.4.1			
Subject	TRAINING NEEDS ANALYSIS (TNA): OFFICE OF THE PREMIER		
Compiled by	Mr. J. Modise	Tel/Ext	053- 838-2419
Rank	Deputy Director		
Directorate	Performance Management & Capacity Development		
Compiler's Signature		Date:	23/03/2017 
	Name/Designation	Received/ Signature	Date
Routed to	Ms M. Tlaetsi Chief Director: SHCD		28/03/2017
Purpose/Comments	For Noting		
Routed to	Ms G. Matlaopane Deputy Director General		28/03/2017
Purpose/Comments	For Noting		
Routed to	Mr. J. Bekebeke Director General		29/03/2017
Purpose/Comments	For Signature		

Final Return to:

Mr. J. Modise



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Enquiries : Mr J Modise
Reference : S5.1.1

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Date : 27 March 2017
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ALL EMPLOYEES AT THE OFFICE OF THE PREMIER

HRD STAFF CIRCULAR 02/2017

TRAINING NEEDS ANALYSIS (TNA): OFFICE OF THE PREMIER

BACKGROUND

A Training Needs Analysis (TNA) provides insight and concrete data to identify the training needs within an organization and to align training with the organizational needs. A TNA is conducted so that the training developed will enable the organization to achieve its strategic objectives. It is used to determine how to develop the skills, knowledge, and abilities of employees to achieve organizational goals, through training.

The Office of the Premier is in the process of embarking on a comprehensive Training Needs Analysis (TNA) process. The need for a comprehensive TNA was identified during the 2015/16 HR Capability Assessment. The outcome of the assessment indicated that the quality and accuracy of skills data was found to be poor, which makes informed decision making very challenging.

The lack of valid and reliable skills data effects organisational performance, planning and effectiveness and the effects are far reaching. After consultation with National School of Government (NSG), it was agreed that NSG will assist Office of the Premier with a comprehensive TNA as part of their mandate in terms of national capacity building within the Public Service.

This service is offered free of charge by NSG and the Office of the Premier welcomes this approach and would like to benefit from this service for improved capacity building, service delivery, performance and ultimately delivering on and achieving the organisation's strategic goals and objectives.

Based on the status quo, OTP will require a comprehensive approach involving analysis of the organisation as a whole, which will include analysis

across all levels and vocational categories. The TNA will include the following steps/processes:

- Study and analysis of the strategic imperatives, deliverables, HRD Frameworks, Legislation, policies, procedures and Standard Operating Procedures (SOP's)
- Understanding the nature and scope of the required interventions.
- Development and customisation of the instruments based on needs and workshop them with OTP.
- Implement TNA to determine available skills – all inputs will be confidential as the instrument will be completed online by each member of staff.
- Analysis of the results to determine the gap.
- Supply OTP with a comprehensive report (organisational and individual).
- Report results and workshop them.
- Identify requirements and capacity building interventions.
- Monitor and evaluate training and capacity building processes.
- Evaluate the whole process and provide comprehensive feedback.

BENEFITS OF TRAINING NEEDS ANALYSIS

1. Identifies performance gaps

TNA helps recognize the performance gaps of employees in terms of actual performance against expected performance. *Actual performance* for example is the level at which a task is performed by an employee with his/her current competencies and the employer's desired performance can be considered the *expected level*. The difference between the expected and actual levels is the *performance gap*. This gap indicates the need for training. A successful TNA will help HRD to identify performance gaps and address these gaps with appropriate training. Depending on the kind of gap, it will also assist in deciding what type of training is the solution to bridge this gap or whether other interventions can be considered.

2. Aligns training with organizational objectives

TNA is conducted so that the training developed will enable office of the Premier to achieve its strategic objectives. It is used to determine how to develop the skills, knowledge, and abilities of employees to achieve our goals, through training. Detailed, up to date information will be available to align strategic plans, compile a comprehensive HR plan and to put strategies in place to retain or attract the required skills.

3. Effective cost benefit analysis

TNA helps identify training objectives well in advance so that they can be the basis for evaluating training effectiveness.


4. Helps manage training budgets effectively

The financial aspect of training is quite an important one. Training isn't the answer to every problem and hence it is important to be judicious in spending on it. TNA improves the management of financial resources allocated for training. It assists with the reduction of trainings that add little value. A well conducted TNA provides a comprehensive picture of the skills, knowledge, and abilities of employees so that training programs can be directed in the most needed direction especially in view of critical and scarce skills. This will allow Office of the Premier prioritise budget for training and development in areas where it can have the maximum impact.

In view of the aforementioned, the information and data derived from a Training Needs Analysis is essential to the success of any organization and will prove to be an important investment in human resources of Office of the Premier. For any further enquiries, please contact Mr J Modise 053 838 2419 or Mr T Maarman 053 838 2420.

Your participation and cooperation during this process will be highly appreciated. Regular updates on progress made in this regard will be communicated.

Kind Regards

A handwritten signature in black ink, appearing to read 'J. Bekebeke', is written over a horizontal line.

MR. J. BEKEBEKE
DIRECTOR- GENERAL