

JUNE 1, 2021



Skills and Innovation for Adult Social Care

DEVELOPING WORK-BASED LEARNING IN THE ADULT SOCIAL CARE SECTOR: GUIDE FOR CARE MANAGERS

MODULE 1: TEMPLATES AND ADVICE ON IDENTIFYING TRAINING NEEDS
AND SETTING LEARNING OBJECTIVES

LAPIS RESEARCH PROJECT
LEARNING FOR ADULT SOCIAL CARE PRACTICE INNOVATIONS AND SKILL DEVELOPMENT
Project no: 2020-1-UK01-KA202-078960

Module 1: Templates and advice on identifying training needs and setting learning objectives

N.B. Knowing how to identify the training needs of employees is the foundation on which your entire training is built.

Introduction

As managers and leaders of care services, it is important to provide services in high quality, and to support your staff in their professional development. Taking this into consideration, the LAPIS project team has prepared for you these training materials.

In the current training module you will be able to find more about staff training needs, how you can identify them and easy-to-use templates for planning work based learning.

Why is important to identify training needs?

“A training needs exists when an employee lacks the knowledge or skill to perform an assigned task satisfactorily” (Laird, 1985, p. 46.)

A Training Needs Analysis focuses on your organizational goals and objectives and then figures out the tasks and people needed to get there. It gathers some baseline data about where your employees are starting so that you can give them the tools they need to meet your company’s goals.

If you don’t do this step, then it’s like setting your employees adrift on a raft in the middle of the ocean with no land in sight. They won’t know which way to paddle, and eventually, they will all get tired and give up.

This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

So how can you identify your employees' training and development needs? In this module we are planning to offer you some advices how you can do it.

How to conduct a training needs analysis?

Many companies balk at conducting an analysis because it seems overwhelming to figure out where to start. Here are 6 concrete steps to get you started on how to identify the training needs of employees:

Step 1. What is your goal?

To identify training and development needs, your first step is to think what do you want to achieve in your organization.

Your goals might be very concrete (e.g., implement a new care service) or somewhat intangible (e.g., improve customer service), but if you can think of it and set it as a goal, you can train it and measure your progress.

Step 2. Identify The Knowledge, Skills, And Abilities Needed to Meet Your Objectives

As your company grows and changes (and the world right along with it), your employees may have gaps in their knowledge, skills, and abilities.

This step focuses on the concrete competences that your staff, understand, and are able to do at the end of training to meet your stated goals. These learning objectives for individuals help further guide and focus your training.

Step 3. Identify your employees' competences and performance

This step focuses on collecting data. It is important to monitor your staff performance and identify any gaps before you start designing your learning programs.

There is a variety of ways this information can be collected, including:

- Using questionnaires or surveys
- Observing employees and examining their work
- Conduct interviews

This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Step 4. Take time to talk to your employees

Encourage open feedback by separating these conversations from any type of HR setting. Make it clear that you are really interested in setting goals and objectives for training that match employee needs, not deciding who gets the next pay cut. This can help you find deficiencies you would have never thought to check.

Step 5. Analyze data

While you are analyzing the collected data you should decide which are the important point you want to focus on. The task during this step is to match the feedback you get to the goals you set at the beginning of the process.

Step 6. Develop or conduct training answering the needs of your employees

As last step you need to make sure you have the right amount of training, focused on exactly what employees need in order to meet your organizational goals from step one. Because employees have so little time for training as it is, you want to make sure they are getting what they need, when they need it.

In addition to this module, you can find templates forms for planning a training session (Appendix 1) and planning a complete training (Appendix 2).

Learning objectives

When you know all mentioned above it is important not to miss to set the learning objectives for the training/learning you will offer/support.

N.B. Learning objectives articulate the specific, measurable things students will know and be able to do upon leaving your course.

There different approach for setting learning objectives, you can find our proposal in Appendix 3.

Quiz

After reading the information about training need analysis, decide whether the following statements are true or false:

Statement	True or False
1. A Training Needs Analysis focuses on your organizational goals and objectives and then figures out the tasks and people need to get there.	
2. It is important to monitor your staff performance and identify any gaps before you start designing your learning programs	
3. You can plan the training program without setting learning objectives in advance	
4. Your goals might be very concrete	

Breakdown of answers:

1. **True:** It gathers some baseline data about where your employees are starting so that you can give them the tools they need to meet your company's goals.
2. **True:** There is a variety of ways this information can be collected, including: Using questionnaires or surveys; Observing employees and examining their work; Conduct interviews
3. **False:** Learning objectives articulate the specific, measurable things students will know and be able to do upon leaving your course.
4. **True:** Your goals might be very concrete (e.g., implement a new care service) or somewhat intangible (e.g., improve customer service), but if you can think of it and set it as a goal, you can train it and measure your progress.

Examples:

Here you can find excerpts from interviews that confirm the need to analyze training needs and to properly focus training objectives.

"In order to comply with the procedures however much the employee has competence and experience we are obliged to carry out induction training, although it is sometimes paradoxical. The appointee may have more experience than the trainer."

"The project-based funding principle does not allow sustainability of training programmes to be implemented in the form in which it is proven to be effective due to constraints according to the funding of the specific project."

"The respondent highlights that the biggest barriers encountered by caregivers is the lack of training for them, for those who directly care for clients. Unfortunately, the adult social care system does not provide training for low level staff (those who take care of nutrition, hygiene and client service)."

This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Glossary

1. *Learning needs*: the gap between what the learner wants to get out of the learning experience and his or her current state of knowledge
2. *Learning goal/objectives*: articulate the specific, measurable things students will know and be able to do upon leaving your course.
3. *Training needs analysis*: the process of identification of ones' learning needs

This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Bibliography:

- How to identify the training needs of employee, third edition. Richard H. Pfau, PH.D. ; The Workforce Training Group; Mansfield, Connecticut, 2007
- How To Identify Training Needs Of Employees: 8 Ways To Start, Michael Hanson, June 12, 2019 E-learning Industry; <https://elearningindustry.com/training-needs-of-employees-identify-ways-start>
- How to Identify Employee Training and Development Needs, Sabrina Munns, <https://www.e-days.com/news/identify-employee-training-development-needs>

This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.