



Training Needs Analysis (TNA) Toolkit

The TNA Toolkit provides a systematic way to identify, plan for and structure training, based on competencies required for effective health supply chain management.

WHAT IS A TRAINING NEEDS ANALYSIS?

A Training Needs Analysis (TNA) is the identification of training requirements as well as the most cost-effective means of meeting those requirements. It enables countries to develop informed training plans for the supply chain workforce, taking into account roles and responsibilities, requirements of the job and actual skills and competencies. The outputs from the process include a training needs analysis, training strategy and costed training plan and training resources to effect implementation.

WHY CONDUCT A TNA?

The lack of suitably qualified human resources in adequate numbers is often quoted as being one of the root causes of poor performance of the health supply chain. Without assessing the real and current needs of individuals and of the organization, training interventions will remain hit and miss. It is therefore essential to have a more structured and sustainable approach to training through a country-driven, detailed, skills mapping, analysis and planning.

A structured training programme, designed with clear objectives in mind, provides staff with opportunities to develop holistically, preparing the way for an improvement in their performance. With a proper training and development program in place, in line with internal strategies of the organization, staff will be tuned into overall organizational objectives, thus ensuring optimum productivity.

Training needs assessments can identify gaps and training needs in:

1

Organization

- Culture
- Structure
- Values
- Leadership
- Programme

2

Competencies

- Knowledge
- Skills
- Experience
- Aptitude
- Behavior

3

Performance

- Goals
- Metrics
- Feedback
- Incentives
- Training

What's in the toolkit?

The TNA toolkit contains guidance, tools, and templates for designing training assessments, collecting data, planning and implementing trainings. These include:

- Examples of the competencies needed across technical areas
- Guidance on data collection methods and key performance indicators (KPIs)
- Template for employee self-assessment questionnaire
- Guidance on developing a training strategy
- Templates for planning and costing training
- Checklists and templates to implement trainings, such as planning checklists and templates for training agendas

MORE INFORMATION:

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THE FIVE MODULES OF THE TNA TOOLKIT

The five modules of the toolkit focus on different aspects of the training needs analysis, and can be downloaded as needed.

I: Introduction to Training the ISC Workforce

Provides an introduction to the suite of documents that make up the TNA Toolkit. Describes its purpose and intended target group. The People that Deliver (PtD) Initiative Competency Compendium is introduced as the primary basis for the TNA assessment (Module II). Training options are described, as well as the stepped approach to carrying out a TNA as the basis for developing a Training Strategy (Module III) and Training Plan (Module IV).

II: Tools for ISCM Training Needs Analysis

Describes two methods that may be used to assess the competence of individuals or teams of SCM workers. The first method is Employee Self-Assessment, which is best done as a dialogue between an employee and his/her line manager. The second is the Employee Proficiency Test, which takes a snapshot of the current level of knowledge of the individual ISCM worker. Some examples are given of practical applications of both methods.

III: Template for Training Strategy

Provides a template, i.e. detailed outline, of a generic ISCM Training Strategy for countries to use and adapt to their own specific needs. Section headings and content of sections are suggested, not prescribed. The Training Strategy is meant to be developed, based on the outcome of a Training Needs Analysis (Module II).

IV: Template for Training Plan

Provides a generic template for a costed ISCM Training Plan and is accompanied by several templates that can be downloaded, used and adapted to suit the specific needs of the country and of those planning and facilitating training events. A costed training action plan is an essential tool to ensure access to the necessary funds, facilitators and venues to implement planned training.

V: Templates for Training Implementation

Provides a selection of templates that may be used for training implementation, including formats for training curricula and training evaluation. All templates can be downloaded. Countries are encouraged to adapt these to their own specific needs.

Technical Domain: B. Procurement

Is "Procurement" relevant to your job?

Yes Continue with Question 5 (Q5).
 No Skip this Section. Go to Section C. Storage & Distribution

Q5. Vaccine procurement
The competencies required to apply public procurement regulations, appreciate financial accounting practices and use this knowledge to analyse and evaluate vaccine order costings. Includes knowledge of international, local and e-procurement.

Your current level of competence?

	1	2	3	4	5	
Non-existent (very poor)	0	0	0	0	0	Highly proficient (excellent)

Q6. Supplier relationship management
The competencies required to understand contractual relationships with suppliers and to develop effective relationships with key stakeholders. Includes transparency in tendering and contracting, as well as dealing with conflict of interest.

Your current level of competence?

	1	2	3	4	5	
Non-existent (very poor)	0	0	0	0	0	Highly proficient (excellent)

Module II: Example of questions from the employee self-assessment questionnaire for procurement

Indicator	Description
Training days per employee	Total number of training days of all employees combined, divided by the total number of employees, gives average number of training days per employee.
Internal training ratio	The total number of internal training courses relative to the total number of training courses (internal + external).
Training implementation rate	Number of training events implemented divided by total number of training courses planned.
Trainees committed	Total number of trainees trained, divided by total number of trainees planned to be trained.
Training budget allocation	Percentage of total budget allocated to training
Training cost per day	The total annual training budget divided by the total number of training days (of all trainees combined). Gives the average cost of training per day of training.

Module III: Example of process indicators to monitor training progress

Download the toolkit modules at:

<http://www.technet-21.org/iscstrengthening/index.php/en/leadership-documents>