Sidra Medical and Research Center



2015 Organisational Learning

Training Needs Analysis Report

# Introduction

The purpose of conducting a Training Needs Analysis (TNA) is the identification of training and development needs at an employee, departmental, or organizational level, in order to provide training that will further support Sidra employees to perform effectively.

The aim of a TNA is to ensure that training and development activities address existing problems; is tailored to organizational objectives, and is delivered in an effective and cost-efficient manner.

The TNA used techniques such as observation, interviews, and questionnaires; anticipating future shortfalls or problems; identifying the type and level of training required; and analyzing how this can best be provided.

# Methodology

The 2015 TNA was conducted by the Organisational Learning Department in January/February 2015. The aim was to gather data regarding the training needs of Branches, Departments and Employees through a collaborative and consultative approach

There were three methods used for conducting the TNA

1. Review of 2014/2015 Performance Development Plans (Form 214) Individuals Learning Plan, section C, to identify employees recorded learning data.
2. Branch level face to face meetings:
	1. All branch Chiefs were contacted via email and asked to nominate team members to meet to provide data regarding their branch training needs.
	2. Response: Nominations were received from Medical Services, Family Centered Services Nursing, Allied Health Branch and Legal Counsel.
	3. Face to face meetings were organized with all groups and the data was used to develop the TNA survey questionnaire that was ‘rolled-out’ to all staff.
3. Organisational Learning developed a questionnaire/survey to be sent out and completed online using Survey Monkey. This method was user-friendly and cost effective.
	1. Marketing of the survey was through the Sidra Pulse Digest published on Thursday 29th January and Thursday 5th February.
	2. Group email to all Executive Assistants
	3. Group email to all Managers

# Problems encountered

The main problem that occurred during the survey was the poor response rate of employees.

* 1047 Sidra staff
* 124 employees responded to the survey.
* **11.82% response rate**

Since the questionnaire had been previously piloted there were no major problems concerning its clarity.

# Survey Results

The results of the TNA show a somewhat expected situation in certain areas. The information obtained is indicative enough to draw certain conclusions and to include the identified training programs in the 2015-2016 corporate calendar.

The TNA provided information regarding the type of training employees were requesting and the most common skills and experienced shortages. In that sense, the survey showed that employees mostly want training programs that focus on improving workplace technology and strategic planning and organizational skills. It was also visible from the TNA that employee’s experienced shortages in most of the offered skills and experience types (organizational skills, soft skills, business skills, software skills).

Appendix 1 details the results from the TNA survey.

The results have identified that **all** the current programs that were offered in the Corporate Calendar in 2014 should continue except for:

* Professional Telephone Behaviour

Additional programs Identified for inclusion in 2015/2016 calendar are:

* Business English
* Mentoring Skills
* LEAN Sigma 6
* Medical Terminology
* Behavioral Based Interviewing skills
* Managing difficult conversations
* SPSS System training
* Blueworks – system training

# Unusual or unexpected results

As this was the first TNA to be conducted by Organizational Learning, no unusual or unexpected results have been highlighted.

# Conclusion

Whilst the number of responses from Branch Chiefs and staff was limited, the review of all the individual performance development plans provided a comprehensive review of learning needs identified by staff. This data was used in the development of the survey questionnaire tool that was completed by staff.

As detailed in Appendix 1, the 2015 TNA has identified the following programs of learning to be provided to Sidra staff in the 2015/2016 Corporate Program.

* 23 topics in the General Corporate program
* 12 topics in Management and Leadership Development
* 5 programs of Systems training
* 8 new additional programs recommended

The next steps for the implementation of the 2015/2016 program are to;

* Coordinate sign off and approval of the catalogue
* Develop the Corporate Catalogue – including dates, venues and facilitators
* Publish all programs in the Learning Management System
* Develop a marketing plan for all programs.

# Appendix

### Results

#### The following current programs are reported by employees as important and for inclusion in the 2015/2016 Corporate Calendar.

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| **Learning Programs deemed important (1 to 2.5 Rating, lower rating signals greater importance)** |
| **Learning Programs** |
| Arabic for non-native speakers |
| Assertiveness Skills |
| Behavioral Based Interviewing Skills |
| Budget Management |
| Business Writing Skills/Writing a Business Case |
| Change Management Skills |
| Conflict Management |
| Creative Problem Solving |
| Cross Cultural Awareness |
| Customer Service Skills |
| Effective Presentation Skills |
| Email Etiquette |
| Emotional Intelligence |
| Influencing and Negotiation Skills |
| Managing Complexity in the Workplace |
| Managing Meetings Effectively |
| Project Management Fundamentals |
| Stress Management Techniques |
| Time and Priority Management |
| Teamwork and Team Building |
| Excellence in Business Administration |
| Risk Management Training |
| Quality Management Course Finance for Non-Financial Managers |

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| --- |
| Additional programs identified for inclusion in the catalogue include:* Business English
* Mentoring Skills
* LEAN Sigma 6
* Medical Terminology
* Behavioral Based interviewing skills
* Managing difficult conversations
* SPSS System training
* Blueworks – system training
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#### All programs identified for Manager and Leaders were all rated as important for inclusion in the 2015/2016 catalogue

#### Systems training

**All Microsoft System training were rated as important for inclusion in the 2015 catalogue. Additionally, it was all levels of training that has been identified – Basic, Intermediate and Advanced.**

Prepared by

Dr Christopher Churchouse

Ryan Peden

Raheel Kazi

February 2015