

Guidance Notes for Producing a Language, Literacy and Numeracy Education and Development Needs Analysis Report

1. Research samples of Needs Analysis reports in similar sectors.
2. Follow Basic Skills Agency guidelines on readability and layout.
3. Emphasise skills improvement needed to meet challenge of changing work environment. Avoid the LLN skills “deficit model”.
4. The employer organisation may have a model report format within their project management system - if so you should follow and supplement this format.
5. Participant or manager quotes bring reports alive. You could consider having one quote per section.
6. Some projects will be more job related than others and the amount of task/job skills analysis information that goes into the report should reflect this.
7. The interview questionnaire can generate valuable information for the partner organisation on employee satisfaction and internal communication issues. It's worthwhile to pass on as much as possible to managers on these issues without comment.
8. It is possible to view employee satisfaction and communication issues as valid contexts for LLN learning (see a notable example in Oxfordshire County Council working with the NHS). **NB** this approach requires high level skills for managing organisational change and great care should be exercised in going down this route as the culture of some organisations would not entertain it.

Suggested format for Training Needs Analysis (TNA) Report

1 Project background

- Including numbers interviewed, declined, etc

2 Staff group profile

- Numbers from particular departments and grades
- Age
- Gender
- Length of service
- Educational background
- Include percentage of employees with “few or no formal qualifications” - have not achieved GCSE English and Maths at grade C or above, or equivalent

3 Key skills training needs identified by managers

4 Key skills standards needed for specific jobs

- Represent in a table?

5 Response to interview process

- Uptake per key skill area
- Indications of present skill levels (against key skills standards)
- Reasons given for taking up training offered

6 Issues arising and organisational implications

7 Conclusions

8 Training proposal

- Include aims and objectives