

The Workforce Development Needs

Assessment involves a **job analysis**, which means a focus on the needs of specific jobs within the organisation. The job analysis uses information about jobs to develop standards of performance and to identify the necessary skills, knowledge and attitudes to achieve the required performance.

There are six key steps:

Step 1: Analyse the job. Review the current position/duty statement including the key performance indicators (KPIs). After consultation with the job incumbent, supervisors and after having sourced information on industry standard, the current position description can then be adjusted.

Step 2: Analyse the person's current skills and knowledge. The job incumbents' current skills and knowledge are examined via completion of a questionnaire and input from co-workers, supervisors and direct reports.

Step 3: Decide on the skills/knowledge gaps. Analysis of step 1 and step 2 identifies gaps in skills and knowledge required for the job. In consultation with the job incumbent, it is now time to prioritise the areas most needed.

Step 4: Identify training solutions. Depending on the skill/knowledge gaps, a different approach to close these gaps may be required. Options include coaching in the



workplace, moving to another organisation, self-directed learning, short-term training courses, long-term courses, short-term projects or mentoring. The preparation of a proper “training development plan” helps to keep track of the training and hold the trainee accountable.

Step 5: Implement the training. It is essential that the training plan has been agreed to by the employer and job incumbent. The training should also be conducted in a way that does not inhibit the organisations operational needs. Regular feedback from the training provider and the trainee on attendance and progress will help implementation.

Step 6: Evaluate performance after training. After training it is important to assess if the skill/knowledge gaps have been closed. This can again be done through completion of a questionnaire, demonstration of the job incumbent, observation and inputs from co-workers, supervisors and direct reports. If the performance gap is still there, employers will be required to look more closely at the reasons for the performance gap. They would need to determine whether the training solution was correct for the identified problem or whether there is another performance issue that needs addressing.

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