

## Handout 4 - Example of a Questionnaire

### TRAINING NEEDS ANALYSIS QUESTIONNAIRE FOR EMPLOYEES

Name of Organisation: .....

Name of section/ division: .....

Date: .....

Dear Employee,

The management of this Department is committed to the training and development of our employees. We want to render quality services and products to our customers/ clients and in order to do so we need competent employees.

This means that employees must have the necessary knowledge and skills to perform their jobs competently.

The Department wants to identify the training needs of employees so that we can provide them with the necessary training. We therefore need your input. We developed this questionnaire to enable you to indicate the areas in which you need training. The information you provide will be used to identify the priority areas for training in your section/ division.

Please keep in mind that if approved, the training should take place in the next financial year. However, the training may not be approved due to financial or other constraints, or your manager may decide to postpone the training for later.

Thank you for your participation in this process. We will use the information to compile a Workplace Skills Plan (WSP), which serves as the overall training plan for our entity. The WSP will be submitted to the Public Sector Education and Training Authority (PSETA) as required for all public sector entities.

We will also hold discussions with your manager/ supervisor to get their input on the training needs of your section/ division. He/ she will integrate the information in your questionnaires into a consolidated list for the section/ division.

Regards,

The SDF

(on behalf of the HRD Manager)

#### **Guidelines for completing the questionnaire:**

Please write your name, job title/ designation, etc. in the spaces provided.

Please use a black pen.

Ask your supervisor or manager to assist you to complete sections where you are unsure of the information that is required.

<b>Name and surname</b>			
<b>Job title/ designation</b>		<b>Section</b>	
<b>Personnel number</b>		<b>Date completed</b>	

Please complete the questionnaire and return it to your manager/supervisor by not later than:

.....

<b>TASK OR PERFORMANCE AREA</b> <b>in which you need training</b> (only indicate the areas of your work in which you need training)	<b>LEARNING AREA in which training is required</b>	<b>COMPETENCE that should be developed</b> (i.e. what you need to know, understand and be able to do at the end of a programme to be able to perform competently, and what attitudes need to be developed)		
<b>EXPLANATION:</b> This information will help to ensure that the training is directly related to your job. You could consult your job description or competency profile to identify areas in which you need training.	<b>EXPLANATION:</b> The learning area refers to the broad field of learning, and generally relates to the title of the learning programme (course) that you need.	<b>KNOWLEDGE</b>	<b>SKILLS</b>	<b>ATTITUDES</b>
<b>EXAMPLES:</b> Develop a budget, conduct disciplinary hearings, Recruit new staff members, Maintain electronic equipment, Manage finances of the section	<b>EXAMPLES:</b> Budgeting, Project Management, MS Word, Labour legislation, Motor vehicle maintenance, Primary health care, HIV/AIDS awareness, ABET	<b>EXAMPLES:</b> <ul style="list-style-type: none"> <li>- New BEE codes</li> <li>- PFMA requirements</li> <li>- Procedure for dismissing staff guilty of misconduct</li> <li>- Procedure for processing bursary applications</li> </ul>	<b>EXAMPLES:</b> <ul style="list-style-type: none"> <li>- Analyse balance sheets</li> <li>- Writing reports</li> <li>- Work in teams</li> <li>- Conduct performance appraisal interviews</li> </ul>	<b>EXAMPLES:</b> <ul style="list-style-type: none"> <li>- Be more assertive</li> <li>- Show empathy towards people diagnosed with HIV/AIDS</li> <li>- Be more tolerant of people from diverse backgrounds</li> </ul>

## TRAINING NEEDS ANALYSIS QUESTIONNAIRE FOR MANAGERS/SUPERVISORS

Name of Organisation: .....

Name of section/division: .....

Date: .....

Dear Manager/ Supervisor,

The management of this Department is committed to the training and development of our employees. We want to render quality services and products to our customers/ clients and in order to do so we need competent employees. This means that employees must have the necessary knowledge and skills to perform their jobs competently.

The Department wants to identify the training needs of employees so that we can provide them with the necessary training. We therefore need your input. We developed this questionnaire to enable you to indicate the skills gaps and training needs of employees in your division/ section, i.e. the people who report directly to you. The information you provide will be used to identify the priority areas for training in the Department.

**The questionnaire has been designed to assist you to determine the training priorities that will address the most important skills needs in your section/ division.**

The focus of this training needs analysis is to obtain your input in the following main areas:

What are the main skills gaps in the section/ division? (Answers will indicate the gap between the skills/ competency employees currently have, in relation to what they should have);

What training do employees need in the next year and in the future? and

Which learning programmes are recommended to address the skills gaps and build the required competence?

Please keep in mind that if approved, the training you recommend in this questionnaire should take place in the next financial year. However, the training may not be approved due to financial or other constraints, or it may be postponed for later.

Thank you for your participation in this process. We will use the information to compile a Workplace Skills Plan (WSP), which serves as the overall training plan for our entity. The WSP will be submitted to the Public Sector Education and Training Authority (PSETA) as required for all public sector entities.

Regards

The SDF

(on behalf of the HRD Manager)

**Details of the person who completed the questionnaire**

<b>Name and surname</b>		<b>Job title/ Designation</b>	
<b>Personnel number</b>		<b>Section/ Division</b>	
<b>Date completed</b>			

**Please complete the questionnaire and return it to the SDF by .....**

**PART I: OVERALL TRAINING NEEDS IN YOUR SECTION / DIVISION**

<p align="center"><b>What are the main priorities in your section/ division?</b></p>	<p align="center"><b>Your answer on the priorities</b></p>	<p align="center"><b>What new skills are required to achieve this, if any?</b></p>	<p align="center"><b>What training is needed to address the priority?</b></p>
<p align="center"><b>Strategic objectives</b></p> <p>What are the strategic objectives of your section/ division?</p>			
<p align="center"><b>New technologies/ processes</b></p> <p>Which new technologies/ processes are planned for your section/ division?</p>			
<p align="center"><b>Employment Equity</b></p> <p>What are the Employment Equity objectives of your section/ division?</p>			
<p align="center"><b>Staff movements</b></p> <p>What staff movements are planned or anticipated over the next three years (e.g. promotions, appointments, resignations, retirements, etc.)?</p>			
<p align="center"><b>Other priorities</b></p>			

<p>What other priorities are there in your section/ division that would indicate a need for new skills and training?</p>			
<p><b>Scarce and critical skills need in your section/ division</b></p>			
<p style="text-align: center;"><b>Scarce skills need</b></p> <p>Are there any occupations in your section/ division that can be classified as scarce skills?          (These are <b>occupations</b> in which you have difficulty employing people because of a scarcity of qualified and experienced people, or because you cannot attract such people to work in your section/ division/ department. Examples are Accountants, Engineers, Primary school teachers, Medical doctors or HR practitioners.)</p>			
<p style="text-align: center;"><b>Critical skills need</b></p> <p>Are there any critical skills need in your section/ division?          (These are skills <i>within an occupation</i> that are required to perform a function within that occupation. Examples are English writing skills, writing a business plan, MS Office suite, counselling HIV/ AIDS patients, developing a curriculum or conducting disciplinary hearings.)</p>			
<p><b>Main performance problems in your section/ division</b></p>			

<p>What are the main performance problems experienced in your section/ division that can be attributed to a lack of skills?</p>	
---	--

**PART 2. TRAINING PRIORITIES IN YOUR SECTION/DIVISION**

<p><b>What is the overall training priorities, based on the skills needs identified in the previous sections?</b> <i>(Please provide a consolidated list of about 5 to 10, in order of priority.)</i></p>	<p><b>Which scarce or critical skills does the training priority relate to, if relevant?</b></p>	<p><b>Which strategic priority does each training priority relate to?</b></p>
<p>1. ...</p> <p>2. ...</p> <p>3. ...</p>		



4. ...		
5. ...		
6. ...		
7. ...		
8. ...		
9. ...		
10....		

**PART 3: CONSOLIDATED LIST OF TRAINING NEEDS OF EMPLOYEES IN YOUR SECTION/ DIVISION**

*Note: Each employee in your section/ division should have completed the Training Needs Analysis questionnaire for employees. The list that is required here must be compiled after the manager/ supervisor has worked through and integrated all the training needs indicated by the individual employees.*

<b>LEARNING AREA in which training is required</b>	<b>COMPETENCE that should be developed (i.e. what must the learner know, understand and be able to do at the end of the programme)</b>	<b>TYPE OF LEARNING PROGRAMME that would be most appropriate</b>	<b>NQF LEVEL of the programme (if known)</b>	<b>STRATEGIC TRAINING PRIORITY addressed through this training</b>	<b>NAMES OF PERSONS in your section/division who require this training</b>
--	--	--	--	--	--



Thank you for taking the time to complete this questionnaire.