

**What is a Training Needs Analysis (TNA)?**

A Training Needs Analysis (TNA) is a process that defines the training required for an individual, for a position, group, team, department, organisation or industry sector.   This analysis can focus on the job role, and the training needed to achieve competence in the job role, or on the individual and their training needs, or on the organisation, and its training requirements, depending on the methodology used.  
  
The TNA at the three levels of job role, individual and organisation have a distinct and particular focus and use the training needs methodology for different outcomes. These outcomes have to be synthesised into a cohesive program of workforce development that meets the objectives of the organisation as a whole entity.  
  
Integrating the needs and requirements of the individual and organisation is an essential component in planning for a relevant and accurate TNA.  
  
An analysis of the training needs at any level may indicate a shortfall (gap analysis), a surplus (over-servicing), a lack of quality, excessive quality, or issue unrelated to the training system.