

Diagnostic Template: Identifying and meeting learning needs

This diagnostic looks at the organisational processes which can support training/learning needs analysis, and signposts to external resources that can help with filling gaps. Information and additional resources on these various areas can also be found within in the TNA section of the Skills – Third Sector Website, www.skills-thirdsector.org.uk.

Question	Yes/No	Resources
Planning		
Do we have a strategic and organisational plan?		<i>Tools for tomorrow – A practical guide to strategic planning for voluntary organisations</i> , NCVO: www.ncvo-vol.org.uk/publications
Do we have a training strategy and/or a stated commitment to the value of learning and development for our staff/volunteers and trustees?		<i>Training Policy and Strategy - CIPD Factsheet</i> http://www.cipd.co.uk/subjects/training/trnstrgy/tngpolstrat.htm?IsSrchRes=1 . Sample training strategies and policies from voluntary organisations may be requested free of charge via the NCVO's HRBANK. www.ncvo-vol.org.uk .
Do we have a training budget?		<i>Funding and Costing Workforce and Governance Development</i> www.ncvo-vol.org.uk/publications
Trustees		
Do we have a system in place for developing our trustees?		<i>NOS for Trustees Toolkit</i> Downloadable resources to help trustees and management committee members consider their development needs, drawing on the relevant national occupational standards. www.ncvo-vol.org.uk/governanceandleadership .
Paid staff		
Do we have up to date job descriptions and person specifications for all posts?		<i>Good Guide to Employment</i> , NCVO www.ncvo-vol.org.uk/publications . <i>National Occupational Standards</i> Occupational competency framework which can underpin job design and HR processes. See www.ncvo-vol.org.uk or www.skills-thirdsector.org.uk .
Is there a robust induction process in place for new staff?		<i>Good Guide to Employment</i> , NCVO www.ncvo-vol.org.uk/publications .
Do we have an appraisal system in place?		<i>Good Guide to Employment</i> , NCVO www.ncvo-vol.org.uk/publications

		<p><i>Vol Resource – Managing People</i> www.volresource.org.uk/briefing/mng_peep.htm</p> <p><i>ACAS – downloadable appraisal templates</i> www.acas.org.uk</p>
Do we want to work towards externally recognised good practice standards in managing and developing our people?		<p>Investors in People – organisational framework for developing people www.investorsinpeople.co.uk.</p>
Are line managers competent in supporting the learning and development of their staff?		<p><i>Management and Leadership Standards – D Units</i> www.management-standards.org.uk.</p>
Do we know where to access relevant training for our paid staff?		<p><i>Train to Gain</i> Train to Gain is an independent skills brokerage service which includes some free training needs consultancy and signposting service to choice of training options. www.traintogain.gov.uk.</p>
Do we evaluate our training?		<p><i>Learning needs analysis and evaluation</i> Frances Bee, Roland Bee, CIPD, 2003 www.cipd.co.uk.</p>
Volunteers		
Do we have role descriptions for our volunteers?		<p><i>National Occupational Standards for Management of Volunteers</i> www.skills-thirdsector.org.uk</p> <p><i>Volunteering England Good Practice Bank</i> http://www.volunteering.org.uk/Resources/goodpracticebank/index.htm.</p>
Do we have a system to support volunteers in identifying their learning needs?		<p><i>National Occupational Standards for Management of Volunteers</i> www.skills-thirdsector.org.uk.</p> <p><i>Assessing Voluntary Experiences – Institute of Volunteering Research</i> Toolkit to help volunteers reflect on their volunteering experience and their learning needs. www.ivr.org.uk.</p> <p><i>Volunteering England Good Practice Bank</i> www.volunteering.org.uk/Resources/goodpracticebank/index.htm.</p> <p><i>Volunteer Centres</i> Advice on good practice in supporting, inducting and developing volunteers www.volunteering.org.uk.</p>

Sub-sectors		
We work in the sport and leisure sector		<i>Successful Workforce Development Planning – A Guide</i> Toolkit available on CD-ROM. It contains editable templates and forms to help with identify training needs. www.skillsactive.com .
We work in the justice sector		<i>A guide to the development of education and training using national occupational standards</i> www.skillsmark.co.uk/category.php?ID=102 .
We work in the health sector		<i>Health - Competence Application Tools</i> Online diagnostic tools for identifying team and individual competency gaps in the healthcare sector. www.skillsforhealth.org.uk .
We work in the care sector		<i>Skills for Care - Workforce Planning Toolkit, 2nd edition (2004)</i> Includes a training need analysis guide and some tools and templates, including an induction matrix and an individual training plan template. www.skillsforcare.org.uk .