

## Rethink Case Study: Training Needs Analysis

Thanks to Diana Farmer, Head of Training and Development at Rethink, for this case study.

Rethink is the leading national mental health membership charity operating in England and Northern Ireland. It provides information and over 350 mental health services to people with severe mental illness and other mental health problems.

Services include supported housing, day centres, carer support, employment schemes, telephone helplines and advocacy, amongst others. Rethink also has a campaigning arm which works to raise awareness of mental health issues, to lobby parliament and challenge the stigma that can affect people with mental illness.

Rethink is a membership organisation with over 8,300 members, and it supports over 48,000 people each year through services, support groups and provision of information. The website ([www.rethink.org](http://www.rethink.org)) receives almost 300,000 visitors every year.

How do you identify training needs?

We have recently introduced a two stage process for identifying the training needs of our staff. This is done at a strategic level through our regional and corporate managers and at an individual level.

### Stage 1

When doing their business plan, regional/corporate managers are asked to identify key development needs linked to strategic objectives, and produce a training plan.

For example, as the focus of our day services are changing from drop in centres to providing services in people's homes, there will be training needs for staff as a result of the changes, and this type of need would be a priority.

### Stage 2

Staff have an annual development review. Managers use the strategic level training plan as part of the review, looking at the needs that have been identified at this level and checking which are relevant to that particular individual. There is also room for identifying individual needs above and beyond those in the stage 1 plan. Each individual has a competence profile for their job and assessment against this helps to identify where the development needs are.