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| **Training Needs Analysis**  |
| TNA should be driven from the requirements in the overall company objectives and can be a useful tool during discussions with staff, for instance, at the annual review. A manager can discuss with an employee the ambitions for the company, the individuals contribution to that, any areas of improvement required and the steps they can take to develop the required skills and training for both the company and the individual to achieve those goals.You then identify knowledge, skills and attitude gaps and establish what training to deliver now, and what development will be required in the future.  |
| **Major tasks / outcomes of the position**  | **Training / skills / development required** | **What training / development needs to be undertaken?** | **How will this be achieved?**(e.g. On the job, shadowing, external) | **When? / Who?** | **What is the evaluation criteria?**  |
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