

Defining Needs

Key concept: The pre-project needs analysis is important, and even though the scope of the need may be substantially less than this list of questions implies, the ability to think through each of these issues supports cost-effective and efficient program development.

A word about delivery methods: Whether the program is delivered as ILT (Instructor Led Training) or Virtual training (some form of e-learning or videoconference training), the process of the needs analysis is the same. What differs is the format and thinking process about the instructional methods and delivery process.

Needs Analysis Questions

1. What needs to be done? ID the learning deficiencies.
2. Differentiate learning differences from policy and process issues.
3. What outcomes are expected? How will you know if the training was effective (ROI metrics)?
4. What is the transfer of training plan?
5. What are the deliverables? What specific programs need to be developed?
6. What type of materials or media might be required?
7. What are the critical milestones?
8. How will the training development be sequenced and measured?
9. When should the project begin?
10. When should the project be complete? ID a finish date. Develop Gantt chart; prioritize training development, delivery, target dates
11. When will the project meetings occur?
12. What resources are needed?
13. What equipment, people, money, time requirements exist?
 - People: technical support, suppliers, customers, artists, writers, developers, project support, org leadership, involved teams
 - Equipment and supplies: materials, AV, software, simulations
 - Time: meeting time, review time, information gathering time
 - Money: support salaries, supplier costs, in-house salaries
14. Who are the end users of the Training? (Target audience, who and how many.)
15. Who is Responsible for the development of the training (SMEs, writers, artists—the Rs)?

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16. Who are the Sanctioners, key leaders and stakeholders (the **As**)?
17. Who needs to support the training development project? (the **Ss**)
18. Who needs to be informed (the **Is**)?
19. Who serves as consultants? (**Cs**)
20. Who are the trainers?
21. Who will deliver the training after it is developed?
22. Who will train the trainers?
23. Who will set up and facilitate meetings?
24. Where is the equipment (if any is involved) located? ID on a floor layout.
25. Where will the training be developed?
26. Where will the training be conducted?
27. Gather existing data (literature, processes, operating specs, articles, etc.)
28. Commit necessary resources
29. Construct project plan
30. Analyze content and create task analysis with SMEs, Users
31. Develop end user materials: Student guide, Instructor guide, videos, simulations, job aids, pocket guides, flow charts, posters
32. Develop reference guides
33. Pilot and validate training materials to representative audience
34. Train trainers and certify
35. Deliver training
36. Conduct performance checklists
37. Certify learners as competent
38. Evaluate the project for ROI.

If your organization or team would like to talk more about performing an effective needs analysis, please let us know. We'd be happy to engage in the conversation with you! info@epowerandassociates.com