

**SKILLS FRAMEWORK FOR HUMAN RESOURCE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Workforce Development					
TSC	Learning Needs Analysis					
TSC Description	Analyse capability and performance gaps within an organisation to identify learning needs					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			HRS-PDV-3031-1.1	HRS-PDV-4031-1.1		
			Analyse data to determine capability and performance gaps	Plan learning needs analyses		
Knowledge			<ul style="list-style-type: none"> Types of competencies related to the jobs within the organisation Types of jobs within the organisation Links between competencies and jobs Attributes of trainable and untrainable competencies Components of learning needs analysis Statistical applications and tools used to analyse learning needs 	<ul style="list-style-type: none"> Organisational objectives and business needs Concept of performance improvement Scope and process of learning needs analysis Types and sources of information in organisation Methods of data collection and analysis Ethics in the use of data Trends and developments in learning needs analysis Types of learning and development interventions Financial and resource considerations Report writing guidelines 		

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<p>Abilities</p>			<ul style="list-style-type: none"> • Consult key stakeholders on the desired business outcomes • Identify capabilities required to deliver business outcomes • Consolidate data for learning needs analyses • identify capability and performance gaps from data analysis on learning needs • Ascertain competencies that can be trained and learnt • Diagnose organisation's readiness for different learning and development interventions • Translate the capability and performance gaps into learning needs • Prioritise learning needs according to criticality of the capabilities to deliver business outcomes 	<ul style="list-style-type: none"> • Establish the scopes and requirements of learning needs analyses to meet stakeholders' needs • Select appropriate methods to collect data for learning needs analyses • Identify the appropriate types of learning and development interventions • Secure buy-in from key stakeholders on the learning and development priorities • Evaluate the business impact of investing in learning needs • Conduct cost-benefit analyses of the return on investment of learning and development interventions • Develop learning needs analysis reports 		
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