

Training Needs Analysis: Cost effective ways to fulfil your H&S training needs

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Agenda

- Introduction
- Statutory requirements
- TNA – Training needs analysis
 - What
 - Why
 - How
- Summary



***The key is to balance the cost and method
of training against the benefits gained***

Introduction

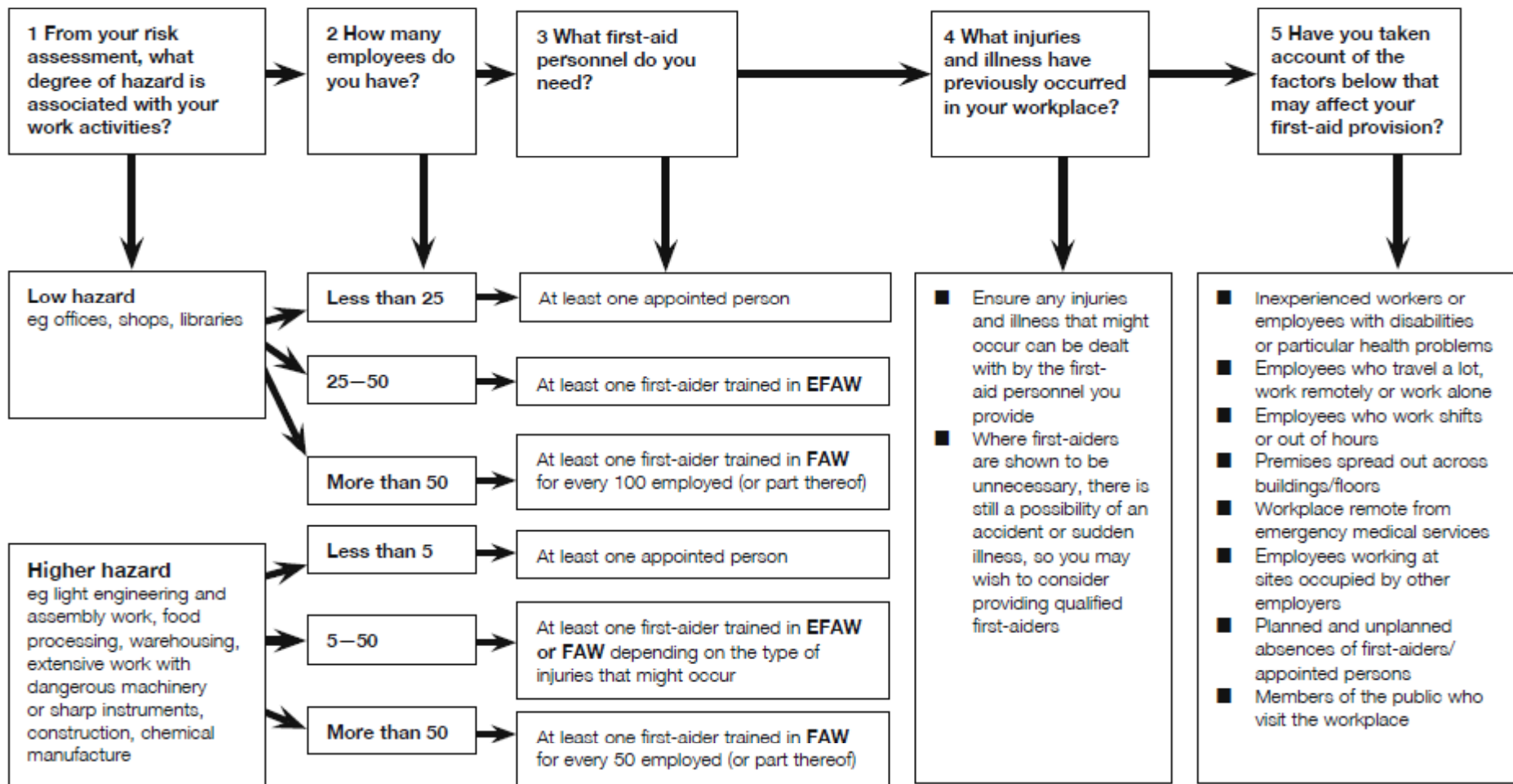
- A research project by the University of Oxford found:
 - 22% of employers say that the skills of their workforce are not of the standard required. (2003 National Employers Skills Survey)
 - The lack of basic skills costs a typical business, of 50 employees, £165,000 per year (Ernst and Young)
 - UK productivity is 13% below that of other major economies (Office of National Statistics)
- In Britain £4.5b is spent on training each year by employers, but this may not be used effectively. In 2001 the spend on training in the USA was estimated to be \$56.8b and 50% of this training had not been used one year later and was unlikely to ever be used!
- ***A carefully designed Training Needs Analysis can prevent skills shortages and the wasting of finance on inappropriate or unnecessary training.***

Statutory requirements

- There is a reference to training in most H&S legislation.
- Management of H&S at Work Regs 1999
 - Reg 13 – Capabilities and training
 - (2) Every employer shall ensure that his employees are provided with adequate health & safety training
 - (3) The training.....shall-
 - (a) be repeated periodically where appropriate
 - (b) be adapted to take account of any new or changed risks to the health and safety of the employees
 - (c) take place during working hours
- Prescriptive and non prescriptive

First Aid at Work

- Health & Safety (First Aid) Regs 1981
 - Reg 3 2 “such number of suitable persons as is adequate”
 - Suitable Reg 3 2(a) “such training and has such qualifications as the HSE may approve”
- Clarification of the regs is given in the HSE Guidance L74 – First Aid at Work
 - Defined qualifications
 - Training levels
 - Training frequency



Display Screen Equipment

- Health & Safety (Display Screen Equipment) Regs 1992 as amended
 - Reg 6 – the employer shall ensure that all users are provided with adequate H&S training in the use of any workstation that they might use
 - Reg 7 – provision of information
- Clarification of the regs is given in the HSE Guidance L26 – Work with display screen equipment
 - Training is referred to 68 times within the guidance

Inform, instruct and train

- Important to recognise the difference in these three terms
 - **Inform** – the provision of information to employees
 - **Instruct** – tell employees to do something without necessarily explaining why
 - **Train** – learning process that involves the acquisition of knowledge



Specific statutes

- Control of Asbestos at Work Regs 2006
 - Awareness
 - BIOH P402, 403 etc
- Provision and Use of Work Equipment 1998
 - Provide “adequate” training
 - Driver training, Chainsaw operators, etc
- Lifting Operations and Lifting Equipment Regs 1998
 - Competent person for thorough examination and inspection

Training Needs Analysis - TNA

- The benefits of a well conducted training needs analysis are:
 - Learning can be directly related to organizational objectives
 - Learning can be targeted at specific requirements.
 - Learning needs can be identified and prioritised
 - The time of trainers can be spent on more productive activities.
 - The time of participants can be spent on programmes which are appropriate for them.
 - Training of limited value can be avoided.
 - Financial resources can be allocated more effectively and efficiently.
 - Learning can be carefully tailored to requirements

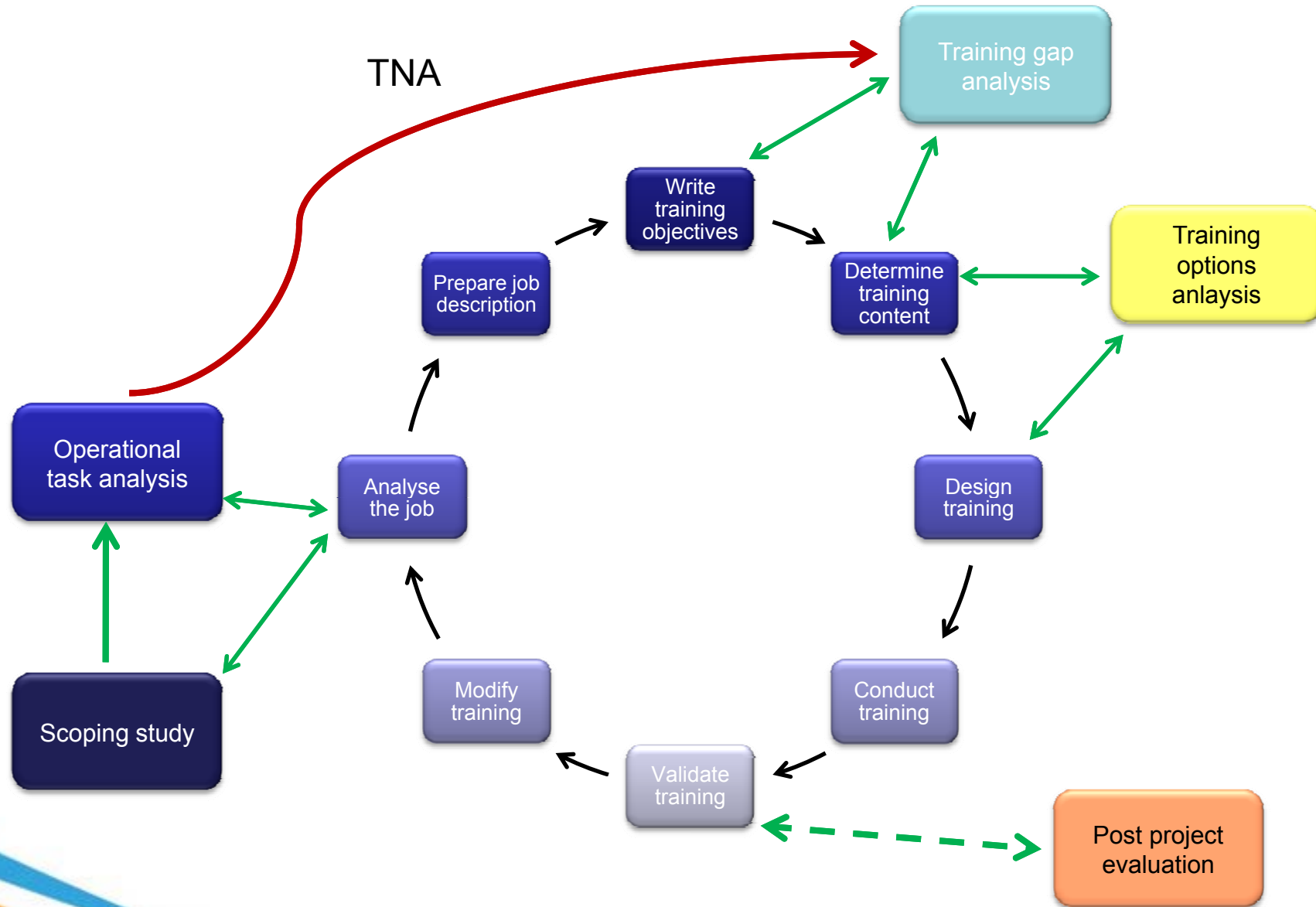
Training Needs Analysis - TNA

- Since 6 April 2010, most employees in businesses with 250 or more employees in England, Scotland and Wales have the right to request time to train.
- They can request time to complete any training (accredited or unaccredited) that they believe will improve their working performance and the performance of your business.
- The right to time to train will be extended to all businesses in April 2011.
- It is crucial to assess skills gaps at all levels of the business.
- Seeking employee input can be particularly revealing as they are more likely to experience the day-to-day problems that arise when there is a skills gap.
- This makes them well placed to identify the skills and training they require in order to improve their performance.

Approach to a TNA



- **To carry out a TNA, you need to:**
 - analyse your business goals and the skills required to meet these goals
 - determine whether you are changing your products or business processes and what information or training employees will need to be effective in their job
 - evaluate who you want to train and how best to reach them
 - establish how employees will best accept and integrate training and their preferred learning method.
 - evaluate the training in place and decide what your company can and can't provide in the way of in-house training, funding and time
 - assess which consultants or training providers can fill in these gaps
 - take a decision on which type of training fits your needs best



Training methods to fit your business

- Weigh up the pros and cons for each type of training before deciding which type, or types, to provide for your employees.
- Consider the cost, space, and time needed, as well as the return on investment, for each type of training.

Training Type	Learning Method
External courses	Listening/questioning/testing
Internal courses	Listening/questioning/testing
Coaching	Doing
E-learning	Using initiative
Workshop	Using initiative/testing
Induction	Listening/questioning
Job shadowing	Observation/questioning
Mentoring	Exploring
Networking/seminars	Listening/questioning
Open learning	Using initiative/exploring
Project work	Exploring doing

Training methods

- **In-house delivery**

- **Pros**

- cheaper than equivalent external courses
- tailored to your specific business' needs
- scheduled for a time that suits your business
- time effective - employees do not spend additional time or money travelling

- **Cons**

- employees might not take the training seriously
- you might not have a suitable trainer or the necessary resources in-house
- you risk passing on existing inefficiencies or poor business practices



Training methods

- **External delivery**

- **Pros**

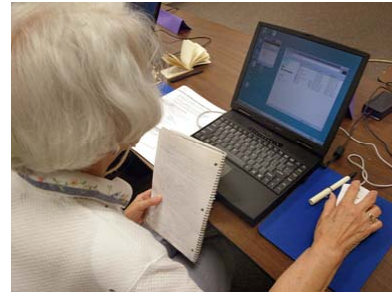
- they are specialists
- they can bring you up to speed on current best practice and new ideas
- employees may interact with counterparts in other companies
- employees may learn better away from their usual work environment

- **Cons**

- it is difficult to know the ability and subject knowledge of the trainer
- putting an entire team through training at the same time can disrupt your business
- they are more costly than delivering internally
- the training may not be specific to your particular business



Training methods



- **Distance learning**
- E-learning, correspondence courses, study books, CD Roms, DVD's plus tutorials and seminars
- **Pros**
 - allow employees to complete training while remaining in employment
 - can be completed at a time to suit the business and employees
 - are cheaper than externally provided courses
 - are available for a wide range of topics
 - offer recognised qualifications from entry level diplomas and certificates to post-graduate degrees
- **Cons**
 - Requires self motivation from the employees
 - Learning management system (LMS) may be required
 - Little opportunity to learn from each other collaboratively

You are logged in as Administrators
Name (34046)

Set up Groups to match your risk
profile or training needs.

Home

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General

- Home
- My Profile
- My Record

Configuration

- Organisation Profile
- Wording
- Locations
- Products
- Groups
- Email Settings
- UWA

Personnel

- User Accounts
- Add Single User
- Self Registration

Monitoring

- eLearning
- UWA

Help

- Quick Start Guide
- Support
- Product Info
- Resource Links

Log Out

Welcome

Welcome to Health & Safety eSolutions. If you are a first time user or would like to remind yourself of certain features view the [Quick Start Guide](#).

Administration Summary

Configuration must be reviewed and accepted before Health & Safety eSolutions can be distributed. These include your [Organisation Profile](#), [Wording](#) and [Locations](#). User Workplace Assessment (UWA) questions can also be changed. Once configurations have been checked and accepted, the settings can be accessed and updated later via the left hand menu.

Quick Links

User Accounts

Active Users	8
Archived Users	0

My Personnel

Active Users	1
Archived Users	0

eLearning

Users not started any courses	7
Report by Course	
Report by Location	
Advanced Report	

UWA

Users with complete	0
Users with Problems	0
Users at High Risk	0
Users with no Assessments	8

My eSolutions

My Courses	Status	Launch
Asbestos Awareness	Not Started	→
Display Screen Equipment	Started	→
Electrical Safety	Not Started	→
EMF Worker	Not Started	→
Environmental Awareness	Not Started	→
Fire Safety	Not Started	→
Health and Safety Induction	Not Started	→
IOSH Working Safely	Not Started	→
Managing Safety	Not Started	→
Manual Handling Awareness	Not Started	→
Noise Awareness	Not Started	→
Office Safety	Not Started	→
Stress Awareness for Employees	Not Started	→
Stress Awareness for Managers	Started	→
Working at Height	Not Started	→

My Assessments

My Assessments	Launch
User Workplace Assessment	→

Note: When accessing some of the eLearning, you may be asked to accept the installation of a Macromedia Plugin. You will need to accept this in order to run the eLearning.

Terms & Conditions



4. Adjust the chair height

As few desks are fitted with adjustment to the working surface height, you will first have to **raise your chair to the right height** (this is when your **forearm is horizontal and level with the keyboard**, without slouching or shrugging your shoulders).



No, this is incorrect. Pressure will be exerted by the seat edge on the thighs and will lead to poor circulation and discomfort.



Exit



info >>

Select and drag the chair using your mouse to adjust it to the correct position



Previous



Next



Barbour

Environment, Health & Safety



2. Using escape routes


Follow this building evacuation illustration to see the correct and incorrect use of escape routes.




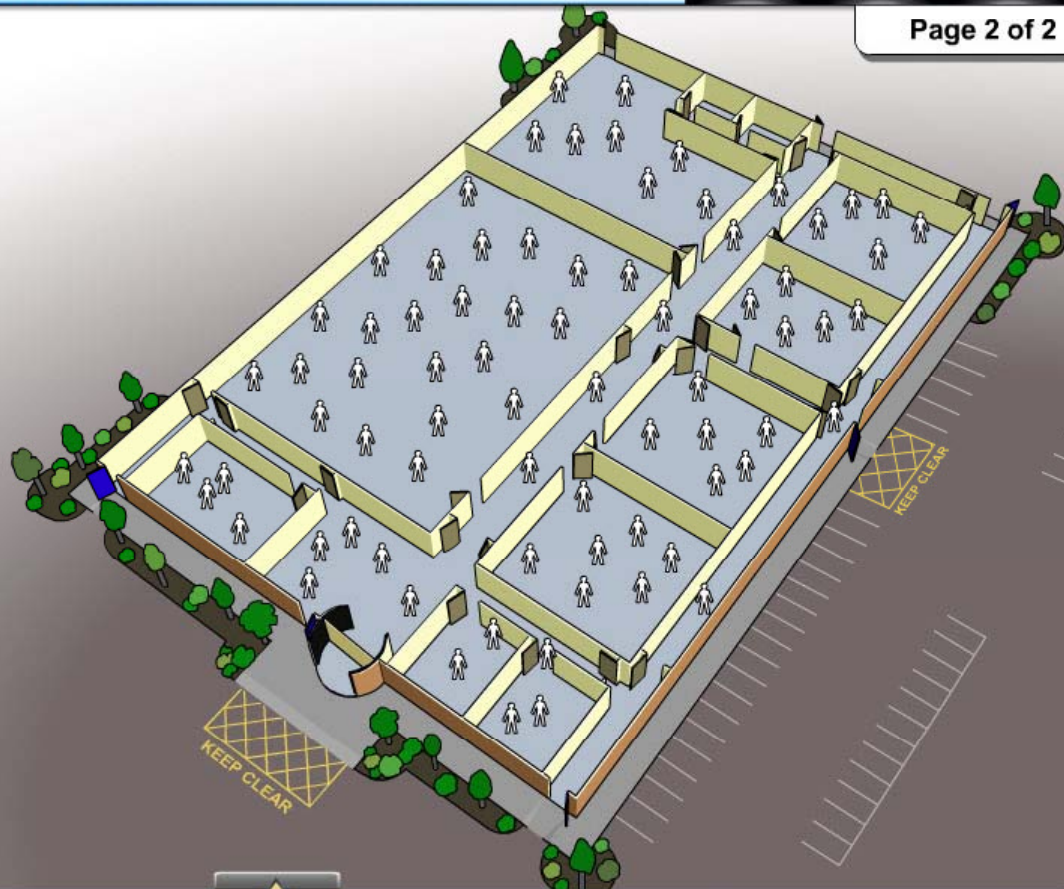
BAD
Example



GOOD
Example

 Assembly Point

 Fire Exit



Exit



info >>

Select both examples and compare what happens



Previous



Return

http://www.barbour.info/WebServicesV4.1/ToolboxTalks.aspx

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Barbour - Leading provid... BT Yahoo!

Barbour Environment, Health & Safety

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You are in: [Home](#) > [Toolbox Talks](#)

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- ▶ Lifts and Lifting Operations
 - ▶ European Union: Health and Safety Legislation
 - ▶ Asbestos Management
 - ▶ Driving at Work
 - ▶ Stress in the Workplace



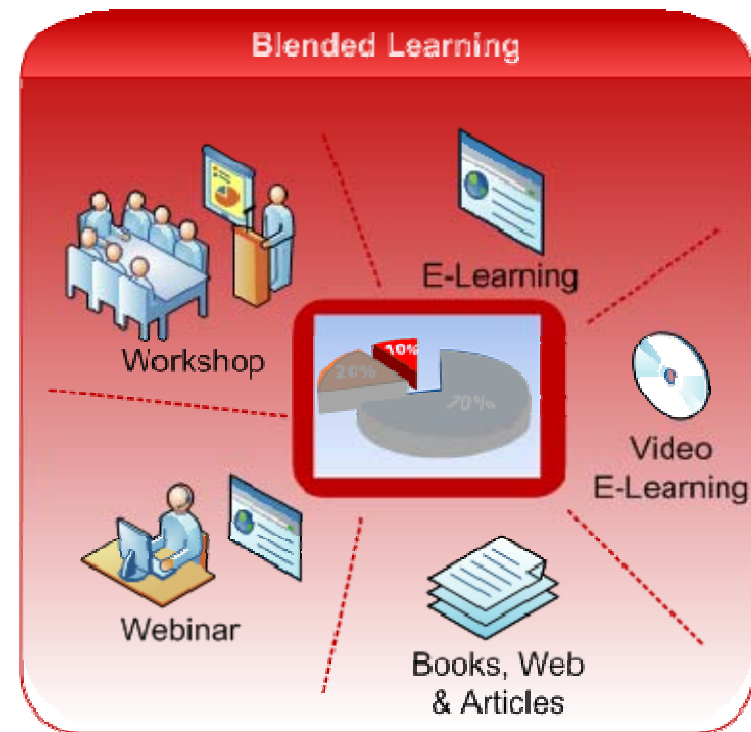
Toolbox Talks

In this section you will find presentations and PDF handouts covering the most important health and safety topics relevant to every work places. These informal, easy to use training tools are vital for low level training to ensure an understanding of all the key areas of health and safety within your workforce. The presentations, and handouts with Q and A pages, diagrams and pictures make guidance much more accessible to both the trainer and trainees.

Title	Publisher	Click To Download
An Introduction to Toolbox Talks	BARB	
Asbestos	BARB	
Atmosphere (Air)	BARB	
Company Vehicles	BARB	
Confined Spaces	BARB	
COSHH	BARB	
Demolition	BARB	

Training Methods

- For the vast majority of organisations blended learning is by far the best option.
- A TNA should cover the best methods of training for each subject or individual



Example training matrix

		Acme Limited																																				
		Training Course																																				
		General H&S										Fire		Construction		Property Management						Environment																
Position		Suggested - e-Learning H&S Modules	Boardroom Culture	Practical H&S for Partners and Associates	Dealing with Violence at Work and Lone Working	Dealing with Disabilities	Manual Handling Awareness for Employees	A Practical Guide to Assessing Display Screen Equipment	First Aid at Work Certificate - Full	First Aid at Work Certificate - Appointed Persons	Employee Representatives and their Contribution to Workplace safety	OHSAS Auditing	IOSH Managing Safely	IOSH Managing Safely in FM	NEBOSH National Certificate in H&S	Fire Safety for Wardens - Basic	Fire Safety for Fire Wardens - Advanced	CSCS - Visitors Card	CSCS - Platinum Card	Understanding and Applying CDM	H&S Issues for Property Surveyors	H&S Issues for Building Surveyors	H&S Issues for Building Managers / Property Caretakers	H&S Awareness for Property Maintenance Staff	Practical Risk Assessment	Water Hygiene for Responsible Persons	Managing Water Systems and Controlling Legionella	Hazardous Substances - A Guide for employees	Implementing an Effective Permit to Work System	Materials	Managing Environmental Risk in Commercial Buildings	Managing Fire Risks in Commercial Buildings	Employee Representatives & their Contribution to Managing the Environment	EMS Auditing	Responding to Environmental Emergencies			
Senior Partner		■	■	□	□																																	
Partner		■	■	■	■																				■													
H&S Partner		■	■	■	■									□											■													
Management Surveyor		■			■								□	□						□	■				■													
Facilities Manager		■			■	■		□						■	■					□			■		□	□	□	□	□	□	□	□	□					
Area FM		■			■	■	□							■	■					□			■		□	□	□	□	□	□	□	□	□					
Building Surveyor		■			■								□	□						■		■																
H&S Co-ordinator		■			■	□	□	□					□		■						□				□	□	□	□	□	□	□	□	□					
PA/Administration Staff		■				□	□	□																														
Building Manager		■			■	■	■	□					■	□						□			■			■	□	□	□	□	□	□						
IT Operations		■				■	□																		□													
Fire Warden		■													■	■																						
First Aider		■						■																														
First Aid Appointed Person		■							■																													
DSE Assessor		■					■																															
Employee HSE Rep		■								■																										■		

In summary

- You have a duty to provide H&S training to all of your staff commensurate with their activities
- A TNA will set out the training requirements together with the methods of training
- Once again the TNA must be risk based
- Undertaking a proper TNA is invariably self funding

