

Conducting a Biennial Training Needs Analysis Survey: Recommendations

Introduction

The Training Needs Analysis survey is usually conducted every two years to identify training needs for NHS funded library staff. The last survey was conducted in Jan 2015 and full analysis of the responses is available on the NHS Library services website

www.libraryservices.nhs.uk/forlibrarystaff/staffdevtandsupport/development_needs_analysis.html

The 2015 survey is an excellent analysis of development needs, conducted within a short time-scale and thoroughly collated/analysed by the Staff Development Group. It provided valuable insights for the Knowledge for Health National Training Program Task and Finish group and provided them with a solid basis to highlight training priorities and provide recommendations for future surveys.

The 2015 survey used skills/knowledge areas outlined in CILIP's PKSB. This covers a very large number of topics which gave a great deal of breadth to the survey. During subsequent analysis of the survey it was found that this approach presented a number of issues

- Areas/topics for prioritisation could be identified however the survey lacked the depth to identify learning outcomes e.g. mobile apps was one of the most popular items but there is no indication what apps or what aspect of apps did the respondents want to know about etc.
- Survey respondents gave no real prioritisation in their training needs – the survey asked respondents to select topics they wished to focus on but also to select as many as were relevant to them. When the topics were ranked according to frequency requested, many of the “top twenty” topics only had a few responses difference.

Because of these issues the group recommends a modified approach for January 2017

Outcomes Required

The main outcomes required of the biennial survey are

- To identify specific topics/areas/skills/knowledge which are priorities for library staff
- To gauge demand for training/education of new or emerging issues/technologies
- To further breakdown and identify priorities for specific band groups ie 3-4, 5-6 and bands 7 and above
- To identify specific learning outcomes for these priorities
- To identify the most appropriate method for delivering specific topics (taking into account the preferences of different bandings and the learning outcomes)
- Demographic info – needs to be concise but include a minimum of staff band or grade, region, type of organisation employed by.

The survey needs to have a manageable number of topics to enable focussed questions to be asked but also broad enough to cover a range of training needs that are relevant to different staff bands.

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May 2016**

Libraries and the NHS are continually evolving so it would be unwise to produce a definitive list of questions, as by 2019 the questions could be obsolete. Therefore the Task & Finish Group recommends the approach below.

Recommended approach

It is envisaged that a Staff Development group will need to be re-formed to continue some of the tasks of the Task & Finish group. The Staff Development group would continue to conduct the survey on a Biennial basis. An annual survey would entail a great deal of additional effort and would give little time to act on the outcomes of the survey or to commission relevant training and there is the danger of survey "fatigue". To have a survey every 3 years is too big a gap especially where there are emerging technologies.

The Biennial survey would consist of the following stages....

Review

The initial stage of the survey should be to review the processes used for the previous survey to highlight what worked, what areas need to be improved, what questions need more clarity, or if any of the questions needed to be updated due to the changing nature of libraries/NHS

Scope

The scoping stage would gather a range of suggested training needs for the different banding groups. These could be gathered in a number of ways. Suggestions could be sought from discussion lists such as lis-medical, from regional leads, social media, and input from groups working on Knowledge for Health initiatives.

Prepare

The scoping exercise is likely to produce a large number of topics which would need to be reduced to a more manageable number. The staff development group would use draw upon its' knowledge and experience to create a shortlist of training topics.

The group would devise specific questions for each topic to identify the learning outcomes. Respondents would be asked to prioritise their development needs by selecting either by ranking or by limiting responses. Survey Monkey would be used to prepare an initial draft of the survey which could be tested on a small number of volunteers. Once this has been reviewed the full survey could be launched.

Conduct

The survey would be open for 1 month. All library managers should be asked to actively encourage their staff to complete and survey should be advertised as widely as possible. The response rate to previous surveys has been good and this is partly due to the active encouragement by the regional library leads. It is important to enlist the help of the leads and to keep them engaged in the process.

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Analysis

Once the survey is closed, responses should be analysed. Training needs should be ranked by demand for each of the banding groups. Using the information from the survey (taking into account demands from the different bands, external pressures from Knowledge for Health initiatives, preferred delivery methods, learning outcomes) the Staff Development group decides what training should be commissioned. Regional leads may use the survey to compare their regional requirements to the national requirements.

NHS CILIP Leadership programme action learning sets.

The next survey is due to be conducted end of 2016/beginning of 2017. One of the action learning sets of the NHS CILIP leadership programme had been tasked with designing, conducting and analysis of the survey. A member of the staff development group will advise/mentor the action learning set and feedback their progress to the development group.