**Collect Training Needs Analysis Data**

The process of gaining the data for the TNA can be a simple as asking the employee questions or sophisticated questionnaires and surveys. Here are approaches most commonly used to collect data for a TNA.

- **Group Interviews:** Group interviews can save time and are especially good when multiple perspectives are important. However, the interviewer must be a skilled facilitator to bring out all issues. Do not allow the discussion to be dominated by a few or an individual with status or position.
- **Documentation**: Performance records, evaluations, training records and other documentation can be of tremendous value in determining training needs. Be careful that the data collected is accurate and objective. Subjective performance reviews may be of limited value.
- **Performance Tests**: While tests can be difficult to design and often expensive, certain skills can be tested using standardized tests and metrics can be measured to provide quantitative data (multiple choice, fill in the blank etc.) of performance levels.

There is no best method of gathering Training Needs Analysis data. A combination of methods is most often the best approach.

The Training Needs Analysis is a critical activity for the training and development function. A thorough TNA identifies what specific performance areas require training, who will benefit from training and how the training should be designed. Effective TNA maximizes the return on your training investment.