

Training Needs Assessment Directorate Manager Role Business Unit Manager Role	Facilities and Services Centre
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This questionnaire is designed to help you assess your training and development needs.

The questionnaire is based on eight groups of competencies (skills, knowledge) that are relevant to management roles in the Facilities and Services Centre (e.g. Directorate Manager, Business Unit Managers).

Importance to the Role:

Some competencies are more important or relevant for some jobs than others. We cannot assume that all Directorate Management jobs are the same either. The same applies to Business Unit Managers.

Using the scale below, give a score (circle) to each competency according to how important you think this competency is to your role.

N	1	2	3	4	5
Not applicable	Not important for the role				Critical for role

Your Capability (Level of Skills and/or Knowledge)

Consider each competency and your capability – to what extent do you possess the skills or knowledge required for this competency?

Using the scale below, give a score (circle) to each competency based on your assessment of your current level of capability.

N	1	2	3	4	5
Not applicable	Very low Capability				High Capability

Completion of this assessment will assist in determining your training priorities for the next twelve months.

Your name: Date

Training Needs Assessment
– Directorate Manager
– Business Unit Manager

1 Leadership and Innovation			Importance To The Role					Capability (Skills or Knowledge)						
			N	1	2	3	4	5	N	1	2	3	4	5
			Nil..... Critical					V Low ... V High						
1.1	Leadership Role	Understand own role and responsibilities as a Manager and Leader.	N	1	2	3	4	5	N	1	2	3	4	5
1.2	Leadership Style	Understand what makes an effective leader, is aware of own leadership style and how to adapt to suit a situation.	N	1	2	3	4	5	N	1	2	3	4	5
1.3	Model Values	Understand the values of ECU and the Facilities and Services Centre and model in own behaviour as a leader.	N	1	2	3	4	5	N	1	2	3	4	5
1.4	Motivating and Inspiring Others	Actively promote Business Unit's vision and goals. Create a positive, motivating and productive work environment.	N	1	2	3	4	5	N	1	2	3	4	5
1.5	Consultative Management	Create an environment where staff can comfortably debate issues affecting the Business Unit. Involve employees in decision making. Achieve staff ownership and commitment.	N	1	2	3	4	5	N	1	2	3	4	5
1.6	Networking	Build relationships and networks with key stakeholders (in ECU, tertiary sector, industry) to further goals of the Facilities Services Centre and Business Unit.	N	1	2	3	4	5	N	1	2	3	4	5
1.7	Decision Making	Use good judgement. Make the tough decisions that will benefit the unit/team.	N	1	2	3	4	5	N	1	2	3	4	5
1.8	Organising and Delegation	Manage self, own work and work of unit/team. Delegate appropriately. Empower staff to act.	N	1	2	3	4	5	N	1	2	3	4	5
1.9	Communicating – Staff and Others	Communicate effectively with staff and others – individually and in groups.	N	1	2	3	4	5	N	1	2	3	4	5
1.10	Sharing Information	Use a variety of mechanisms to share information and achieve open communication.	N	1	2	3	4	5	N	1	2	3	4	5
1.11	Influencing and Negotiating	Use negotiating and influencing skills. Make presentations that sell and gain support for ideas.	N	1	2	3	4	5	N	1	2	3	4	5
1.12	Written Skills	Prepare well constructed and well written documents and reports.	N	1	2	3	4	5	N	1	2	3	4	5
1.13	Reports for Senior Management	Prepare management reports to inform and influence senior management.	N	1	2	3	4	5	N	1	2	3	4	5

Training Needs Assessment
– Directorate Manager
– Business Unit Manager

2 Strategic Thinking and Planning			Importance To The Role					Capability (Skills or Knowledge)						
			N	1	2	3	4	5	N	1	2	3	4	5
			Nil.....					Critical	V Low ...		V High			
2.1	Understanding the "Big Picture"	Understand ECU - strategy, sector, funding, structure, services, customers. Understands how this relates to the Facilities Services Centre and the Business Unit.	N	1	2	3	4	5	N	1	2	3	4	5
2.2	Strategic Thinking	Understand external influences - political, economic. Analyse competition, customer groups and markets.	N	1	2	3	4	5	N	1	2	3	4	5
2.3	Industry Trends and Best Practice	Provide strategic and expert advice to the Facilities and Services Centre on industry trends and best practice related to the Business Unit. Consider impact on ECU.	N	1	2	3	4	5	N	1	2	3	4	5
2.4	Strategic Options	Assess Business Unit capability which would add value to ECU. Identify opportunities for shared services, outsourcing, potential business partners.	N	1	2	3	4	5	N	1	2	3	4	5
2.5	Strategic Planning	Contribute to the Facilities and Services Centre Strategic Planning.	N	1	2	3	4	5	N	1	2	3	4	5
2.6	Operational Planning	Develop and implement an Operational Plan for the Business Unit.	N	1	2	3	4	5	N	1	2	3	4	5
2.7	Improvement Strategies	Develop business improvement strategies to reduce costs and increase efficiency.	N	1	2	3	4	5	N	1	2	3	4	5
2.8	HR Planning	Develop workforce strategies for Business Unit, to make the best use of resources - job design, skills, workforce profile.	N	1	2	3	4	5	N	1	2	3	4	5
2.9	Undertake Projects	Undertake specific projects for the Business Unit including developing project (action) plans - targets, timelines, resources.	N	1	2	3	4	5	N	1	2	3	4	5
2.10	Major Projects	Manage a major project. Lead a project group with people from different areas.	N	1	2	3	4	5	N	1	2	3	4	5
2.11	Representation	Represent the Business Unit or Centre on a project team, committee or task force.	N	1	2	3	4	5	N	1	2	3	4	5
2.12	Risk Management	Understand ECU risk management process. Identify various risks relevant to the Business Unit. Develop strategies for managing the risks, ie be able to undertake project specific risk assessment.	N	1	2	3	4	5	N	1	2	3	4	5
2.13	New Product and Service Initiatives	Investigate feasibility of introducing a new service or product - prepare business case.	N	1	2	3	4	5	N	1	2	3	4	5

Training Needs Assessment
– Directorate Manager
– Business Unit Manager

3 Improving Processes, Products & Services			Importance To The Role					Capability (Skills or Knowledge)						
			N	1	2	3	4	5	N	1	2	3	4	5
			Nil..... Critical					V Low ... V High						
3.1	Facilities and Services Centre Quality System	Understand the Facilities and Services Centre approach to quality and how to apply it to the work area.	N	1	2	3	4	5	N	1	2	3	4	5
3.2	Facilities and Services Centre Environmental Management System	Understand Facilities and Services Centre approach to environmental management and how to apply it to your work area.	N	1	2	3	4	5	N	1	2	3	4	5
3.3	Continuous Improvement Culture	Create a culture of continuous improvement. Be proactive and encourage creative ideas. Identify opportunities for improvement.	N	1	2	3	4	5	N	1	2	3	4	5
3.4	Continuous Improvement Techniques	Use tools and processes with team e.g.: - Continuous improvement processes; - Problem solving techniques & process; - Process improvement (work flow).	N	1	2	3	4	5	N	1	2	3	4	5
3.5	ECU and Facilities and Services Centre Policy and Procedures	Understand ECU and Facilities and Services Centre policies and guidelines and their relevance. Know where to find them and how to use them. Ensure staff can find and follow them.	N	1	2	3	4	5	N	1	2	3	4	5
3.6	Business Unit Policy and Procedures	Ensure staff have working knowledge of Business Unit policies and guidelines. Actively monitor to ensure they are followed.	N	1	2	3	4	5	N	1	2	3	4	5
3.7	Developing Policies	Develop or review a policy.	N	1	2	3	4	5	N	1	2	3	4	5
3.8	Developing Procedures	Prepare operating procedures, guidelines.	N	1	2	3	4	5	N	1	2	3	4	5
3.9	Understanding Finances	Understand ECU budgeting and financial management process. Understand principles of financial management "accounting for non accountants."	N	1	2	3	4	5	N	1	2	3	4	5
3.10	Preparing Budgets	Develop and manage a budget for a Business Unit. Include applying for growth bids.	N	1	2	3	4	5	N	1	2	3	4	5
3.11	Monitoring Budgets	Monitor income and expenditure against budget.	N	1	2	3	4	5	N	1	2	3	4	5
3.12	Costing Services	Identify true costs of delivering a service. Determine pricing for user payment.	N	1	2	3	4	5	N	1	2	3	4	5
3.13	Managing Assets	Manage Business Unit assets and capital replacement planning. Manage stocktakes.	N	1	2	3	4	5	N	1	2	3	4	5
3.14	Procurement	Understand ECU procurement and contracting process. Undertake purchasing for a work unit.	N	1	2	3	4	5	N	1	2	3	4	5

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3 Improving Processes, Products & Services		
3.15	Managing Contracts	Manage contracts. Liaise with contractors, consultants. Ensure value for money outcomes.
3.16	Tendering	Coordinate contracting and tendering processes. Develop specifications and select and negotiate contracts.
3.17	Major contracts	Manage major and complex contracts.

Importance To The Role					
N	1	2	3	4	5
Nil..... Critical					
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5

Capability (Skills or Knowledge)					
N	1	2	3	4	5
V Low ... V High					
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5

4 Managing People and Teams		
4.1	Recruitment and Selection	Prepare Position Descriptions. Recruit, select, appoint staff as per ECU policy.
4.2	Induction	Coordinate the induction of new employees as per ECU guidelines.
4.3	Performance Management	Manage performance – goal setting, development, review, as per ECU policy. Provide feedback, coaching and mentoring.
4.4	Reward and Recognition	Reward and recognise the efforts of individuals and teams appropriately.
4.5	Training and Development	Promote and facilitate continuous learning - Identify development needs; - Facilitate career development; - Organise development activities.
4.6	Conduct Training	Design and conduct staff training sessions.
4.7	On the Job Training	Deliver structured on the job staff training.
4.8	Unsatisfactory Performance	Recognise and address unsatisfactory performance. Initiate formal action as per ECU policy.
4.9	Disciplinary Action	Manage formal disciplinary action for Business Unit in consultation with Senior Managers and Human Resources.
4.10	Safe Healthy Workplace	Actively ensure a safe and healthy workplace as per ECU policy.
4.11	Diversity and Equal Employment Opportunity	Understand diversity. Act to prevent harassment and discrimination. Handle grievances as per ECU policy.

Importance To The Role					
N	1	2	3	4	5
Nil..... Critical					
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5

Capability (Skills or Knowledge)					
N	1	2	3	4	5
V Low ... V High					
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5
N	1	2	3	4	5

Training Needs Assessment
– Directorate Manager
– Business Unit Manager

4 Managing People and Teams			Importance To The Role N 1 2 3 4 5 Nil..... Critical	Capability (Skills or Knowledge) N 1 2 3 4 5 V Low ... V High
4.12	Workplace Flexibility	Understand options and implement appropriate flexible work practices.	N 1 2 3 4 5	N 1 2 3 4 5
4.13	Leading Teams	Build and lead an effective and cohesive work team.	N 1 2 3 4 5	N 1 2 3 4 5
4.14	Improving Teams	Actively improve team performance using team building and facilitation techniques.	N 1 2 3 4 5	N 1 2 3 4 5
4.15	Conflict	Resolve conflict within teams proactively and constructively.	N 1 2 3 4 5	N 1 2 3 4 5
4.16	Meetings	Organise and conduct effective meetings.	N 1 2 3 4 5	N 1 2 3 4 5
4.17	Change	Understand impact of change on people. Manage workplace change, using sound techniques and in line with ECU policy.	N 1 2 3 4 5	N 1 2 3 4 5

5 Using Technology and Managing Information			Importance To The Role N 1 2 3 4 5 Nil..... Critical	Capability (Skills or Knowledge) N 1 2 3 4 5 V Low ... V High
5.1	Managing Information	Set up and maintain information systems for the area e.g. databases, recording.	N 1 2 3 4 5	N 1 2 3 4 5
5.2	Management Reports	Prepare management reports.	N 1 2 3 4 5	N 1 2 3 4 5
5.3	Analysis of Information	Analyse data, evaluate information and identify critical issues and concepts.	N 1 2 3 4 5	N 1 2 3 4 5
5.4	Statistical Data	Understand and interpret statistical analysis.	N 1 2 3 4 5	N 1 2 3 4 5
5.5	Managing Systems	Take responsibility for a core system for the Business Unit e.g. security, data integrity, ongoing development.	N 1 2 3 4 5	N 1 2 3 4 5
5.6	Managing Websites	Manage development of a web page for Business Unit or service – design, maintenance.	N 1 2 3 4 5	N 1 2 3 4 5
5.7	Business Unit and Facilities and Services Centre Technology and Systems	Have a general understanding of information systems and technology used by the Facilities and Services Centre.	N 1 2 3 4 5	N 1 2 3 4 5
5.8	Technology to Improve Services	Understand the use of technology. Identify and investigate opportunities to improve services e.g. on line information, bill paying, ordering.	N 1 2 3 4 5	N 1 2 3 4 5

Training Needs Assessment
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– Business Unit Manager

5 Using Technology and Managing Information			Importance To The Role					Capability (Skills or Knowledge)						
			N	1	2	3	4	5	N	1	2	3	4	5
			Nil..... Critical					V Low ... V High						
5.9	Using IT Software	▪ MS word	N	1	2	3	4	5	N	1	2	3	4	5
		▪ Excel	N	1	2	3	4	5	N	1	2	3	4	5
		▪ Internet	N	1	2	3	4	5	N	1	2	3	4	5
		▪ Project Management	N	1	2	3	4	5	N	1	2	3	4	5
		▪ Access	N	1	2	3	4	5	N	1	2	3	4	5
		▪ Other	N	1	2	3	4	5	N	1	2	3	4	5
5.10	Using ECU Information Systems	▪ Finance (Oracle, ADI, FMIS, Cognos)	N	1	2	3	4	5	N	1	2	3	4	5
		▪ Asset Management	N	1	2	3	4	5	N	1	2	3	4	5
		▪ Procurement	N	1	2	3	4	5	N	1	2	3	4	5
		▪ HR (Concept)	N	1	2	3	4	5	N	1	2	3	4	5
		▪ Groupwise, ECU Intranet and website	N	1	2	3	4	5	N	1	2	3	4	5
		▪ Record Management	N	1	2	3	4	5	N	1	2	3	4	5
		▪ Other	N	1	2	3	4	5	N	1	2	3	4	5

6 Customer Service			Importance To The Role					Capability (Skills or Knowledge)						
			N	1	2	3	4	5	N	1	2	3	4	5
			Nil..... Critical					V Low ... V High						
6.1	Identify Customer Needs	Identify key customer groups and anticipate their needs and expectations in the short, medium and long term.	N	1	2	3	4	5	N	1	2	3	4	5
6.2	Meeting Customer Needs	Identify ways to provide services and products that meet their needs.	N	1	2	3	4	5	N	1	2	3	4	5
6.3	Customer Relationships	Proactively manage relationships with customers including competing demands for services.	N	1	2	3	4	5	N	1	2	3	4	5
6.4	Complaints	Handle customer complaints.	N	1	2	3	4	5	N	1	2	3	4	5
6.5	High level advice	Provide advice to high level customers and stakeholders within ECU.	N	1	2	3	4	5	N	1	2	3	4	5
6.6	Customer Service Standards	Model and promote a high service ethic and professional standard to customers. Communicate customer requirements and develop customer service standards.	N	1	2	3	4	5	N	1	2	3	4	5
6.7	Service Level Agreements	Develop and negotiate Service Level Agreements for services. Monitor and review existing Service Level Agreements.	N	1	2	3	4	5	N	1	2	3	4	5
6.8	Obtaining Feedback	Use a variety of techniques to measure customer perception of service and value. Develop and implement customer surveys.	N	1	2	3	4	5	N	1	2	3	4	5

Training Needs Assessment
– Directorate Manager
– Business Unit Manager

6 Customer Service			Importance To The Role	Capability (Skills or Knowledge)
			N 1 2 3 4 5 Nil..... Critical	N 1 2 3 4 5 V Low ... V High
6.9	Acting on Feedback	Act on customer feedback.	N 1 2 3 4 5	N 1 2 3 4 5
6.10	Marketing Plan	Develop marketing plan for Business Unit services and products.	N 1 2 3 4 5	N 1 2 3 4 5
6.11	Promote Services	Promote services and image to customers.	N 1 2 3 4 5	N 1 2 3 4 5

7 Business Results			Importance To The Role	Capability (Skills or Knowledge)
			N 1 2 3 4 5 Nil..... Critical	N 1 2 3 4 5 V Low ... V High
7.1	Identify Key Performance Indicators	Identify Key Performance Indicators to measure success.	N 1 2 3 4 5	N 1 2 3 4 5
7.2	Measure Key Performance Indicators	Collect data. Measure and report on Business Unit results against Key Performance Indicators.	N 1 2 3 4 5	N 1 2 3 4 5
7.3	Benchmarking	Identify and use appropriate benchmarks to evaluate business performance (tertiary, industry sector).	N 1 2 3 4 5	N 1 2 3 4 5
7.4	Track Results	Constantly review business results against objectives and targets. Initiate action to address problems.	N 1 2 3 4 5	N 1 2 3 4 5
7.5	Report Results	Analyse business results. Prepare monthly, mid year and end of year business reports.	N 1 2 3 4 5	N 1 2 3 4 5

8 Job Specific Competencies			Importance To The Role	Capability (Skills or Knowledge)
			N 1 2 3 4 5 Nil..... Critical	N 1 2 3 4 5 V Low ... V High
8.1	Job Roles in Business Unit	Understand the roles and responsibilities of key staff within the Unit/Team.	N 1 2 3 4 5	N 1 2 3 4 5
8.2	Industry Knowledge	Maintain up to date knowledge of industry e.g. trends, competitors, costs, current practice.	N 1 2 3 4 5	N 1 2 3 4 5
8.3	Technical Knowledge	Maintain relevant technical knowledge required for the role. <ul style="list-style-type: none"> ▪ ▪ ▪ 	N 1 2 3 4 5	N 1 2 3 4 5

Training Needs Assessment
– Directorate Manager
– Business Unit Manager

8 Job Specific Competencies			Importance To The Role					Capability (Skills or Knowledge)						
			N	1	2	3	4	5	N	1	2	3	4	5
			Nil..... Critical					V Low ... V High						
8.4	Qualifications	Maintain any essential professional, trade or technical accreditation/membership, i.e. ATEM, TEFMA, etc. <ul style="list-style-type: none"> ▪ ▪ ▪ 	N	1	2	3	4	5	N	1	2	3	4	5
8.5	Work Procedures and Processes	Have working knowledge of all Unit/Team procedures and processes.	N	1	2	3	4	5	N	1	2	3	4	5
8.6	Products and Service Initiatives	Have comprehensive knowledge of unit/team services, products and key customers.	N	1	2	3	4	5	N	1	2	3	4	5
8.7	Information Systems	Able to use Unit/Team information Systems e.g. FMMS,VMS, etc. <ul style="list-style-type: none"> ▪ ▪ ▪ 	N	1	2	3	4	5	N	1	2	3	4	5
8.8	Finances	Understand Unit/Team finances - cost centres and budget allocations.	N	1	2	3	4	5	N	1	2	3	4	5
8.9	Equipment	Able to use any required equipment competently and safely. <ul style="list-style-type: none"> ▪ ▪ ▪ 	N	1	2	3	4	5	N	1	2	3	4	5
8.10	Health and Safety	Have comprehensive knowledge of safety requirements for the Unit/Team.	N	1	2	3	4	5	N	1	2	3	4	5
8.11	Reporting	Know how to prepare specific management reports for the Unit/Team.	N	1	2	3	4	5	N	1	2	3	4	5