



## Team Development Needs (TDN) Matrix for Professional Staff

The TDN Matrix is a flexible tool designed to help supervisors gain an overview of their team's strengths and areas for development for each of the core capabilities, detailed in the Development Needs Analysis (DNA) Matrix, and to plan the team's development needs. Sometimes the team overview can get lost when discussing development needs on an individual basis, the TDN Matrix can help you to pull all the information regarding your individual team members' development needs into one document where you can view the strengths and development needs for all your staff.

The Matrix can help you:-

- identify strengths and skills gaps within the whole team
- assess individual development needs and take a team approach to prioritising development opportunities
- plan the team's development needs across the financial year
- assist with workforce planning
- identify fully developed staff who may need new challenges so that they do not become complacent or "bored"

### How to use the TDN Matrix

Firstly, enter the names of your team members in the first left hand column on the Matrix. Next, in each "capability column", enter an **overall rating** for both the level of importance and level of learning and development need. (Use the ratings agreed with each team member on their DNA Matrix as the basis for calculating the overall ratings). Then, in the space provided enter the total of the two ratings.

Once you have included your ratings on the Matrix, review the information contained within it and, on a team basis, consider what this is telling you?

eg

- Are the development priorities still valid? Do they need to change?
- What skills gaps are highlighted within the team?
- What risks are highlighted?
- If a highly skilled member of the team leaves, will this expose any gaps?

To help give you an understanding of how you might use the Matrix, in the example below look at the skills and development needs within the team – if you were managing or supervising this team what questions or points might this raise?

Importance Rating	
<b>0</b>	<b>Not a part of role</b>
<b>1</b>	<b>Very little importance to role</b>
<b>2</b>	<b>Some importance to role</b>
<b>3</b>	<b>Average importance to role</b>
<b>4</b>	<b>High importance to role</b>

Learning and Development Needs Rating	
<b>0</b>	<b>Capability fully developed</b>
<b>1</b>	<b>Capable but room for development</b>
<b>2</b>	<b>Partially developed</b>
<b>3</b>	<b>Full development required</b>

Name of Team member	Technical Knowledge & Qualifications	Use of UniSA's systems	Service Delivery	Working with Others	Personal and Professional Development	Managing Self	Leadership and Management
Steve (total)	4/0 <b>4</b>	4/0 <b>4</b>	4/0 <b>4</b>	4/0 <b>4</b>	3/1 <b>4</b>	4/0 <b>4</b>	n/a
Gary (total)	3/3 <b>6</b>	4/0 <b>4</b>	4/3 <b>7</b>	4/2 <b>6</b>	3/2 <b>5</b>	4/1 <b>5</b>	n/a
Jessica (total)	3/3 <b>6</b>	4/1 <b>5</b>	4/3 <b>7</b>	4/1 <b>5</b>	3/3 <b>6</b>	3/2 <b>5</b>	n/a
Andrew (total)	3/3 <b>6</b>	4/3 <b>7</b>	4/3 <b>7</b>	4/3 <b>7</b>	3/3 <b>6</b>	3/2 <b>5</b>	n/a
Rebecca (total)	3/3 <b>6</b>	4/3 <b>7</b>	4/3 <b>7</b>	4/3 <b>7</b>	3/2 <b>5</b>	3/2 <b>5</b>	n/a

Some of the questions or points that the above TDN Matrix may raise could include:-

- If Steve leaves would this create a skill gap in the team for service delivery?
- Does Sarah need new challenges to maintain her motivation?
- Are the lower priorities for development still current, do they (some) need to increase to a higher priority?
- Where training is being undertaken, is this still a high priority for the team? Does the focus for training need to change?
- What opportunities are there for team members to train each other?

## Adapting the TDN Matrix to meet individual requirements

The TDN Matrix is designed to be a flexible tool that can easily be adapted to meet your specific needs and requirements. The example below shows how the matrix has been adapted to meet the specific requirements of a unit for two of the capabilities, Technical Knowledge & Qualifications and Use of UniSA's systems. The remaining capabilities met the needs of the unit so have remained unchanged.

Name of Team member	Technical Knowledge & Qualifications			Use of UniSA's systems				Service Delivery	Working with Others	Personal and Professional Development	Managing Self	Leadership and Management
	Trainee	Degree	Post Grad	Timetabling	Web authoring	Finance 1	Cubes					



Team Development Needs (TDN) Matrix for Professional Staff

- Confidential -

Importance Rating	
0	Not a part of role
1	Very little importance to role
2	Some importance to role
3	Average importance to role
4	High importance to role

Learning and Development Needs Rating	
0	Capability fully developed
1	Capable but room for development
2	Partially developed
3	Full development required

Name of Team member	Technical Knowledge & Qualifications	Use of UniSA's systems	Service Delivery	Working with Others	Personal and Professional Development	Managing Self	Leadership and Management