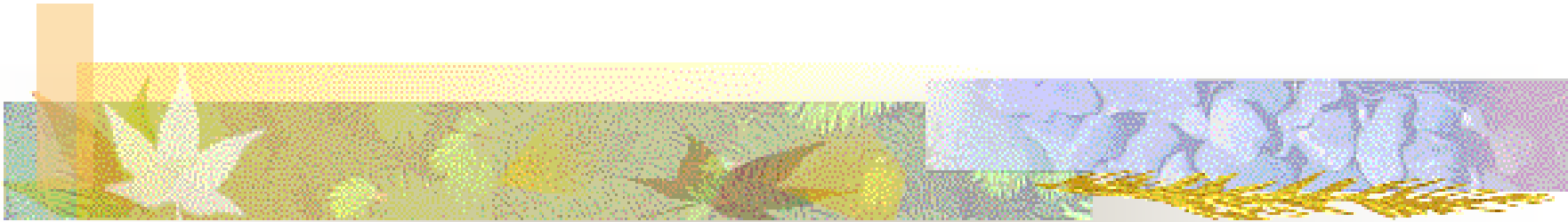
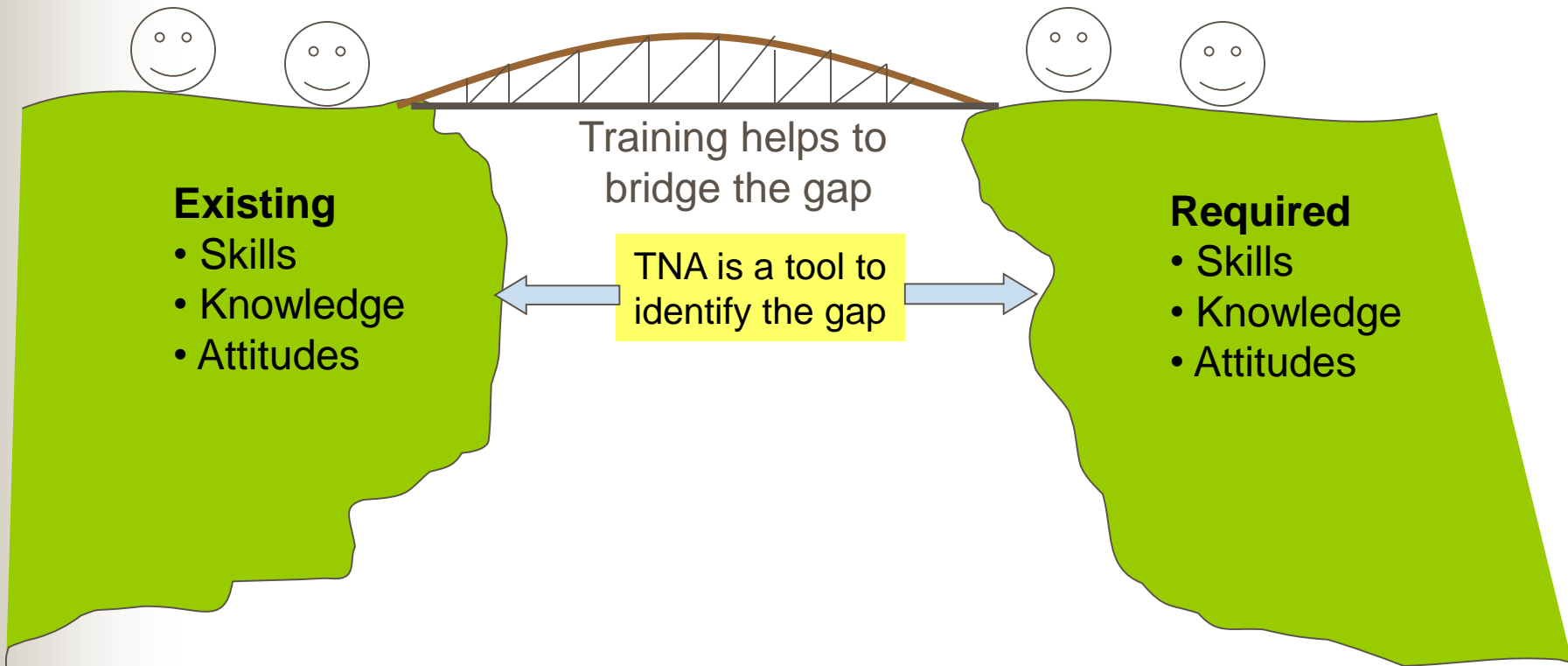


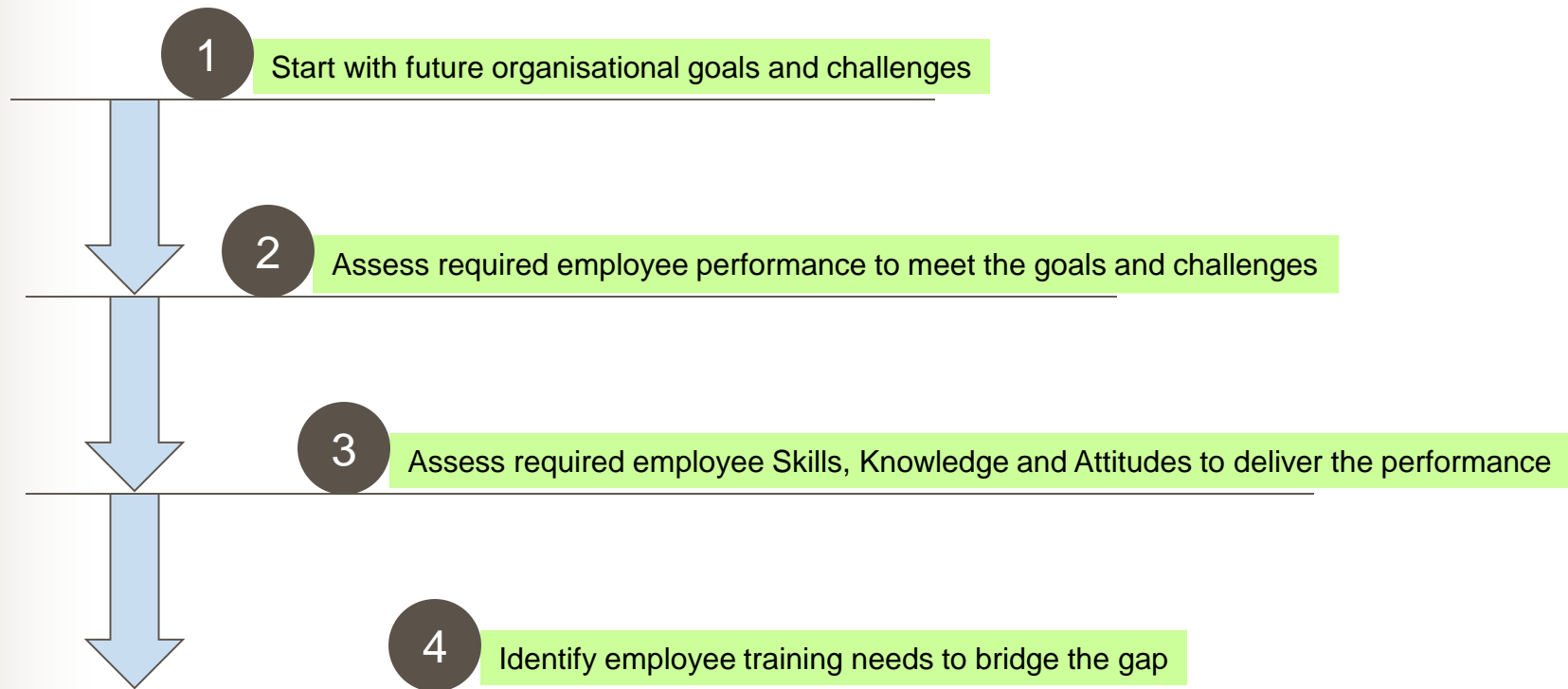
TRAINING NEED ANALYSIS



Training??



TNA in essence...

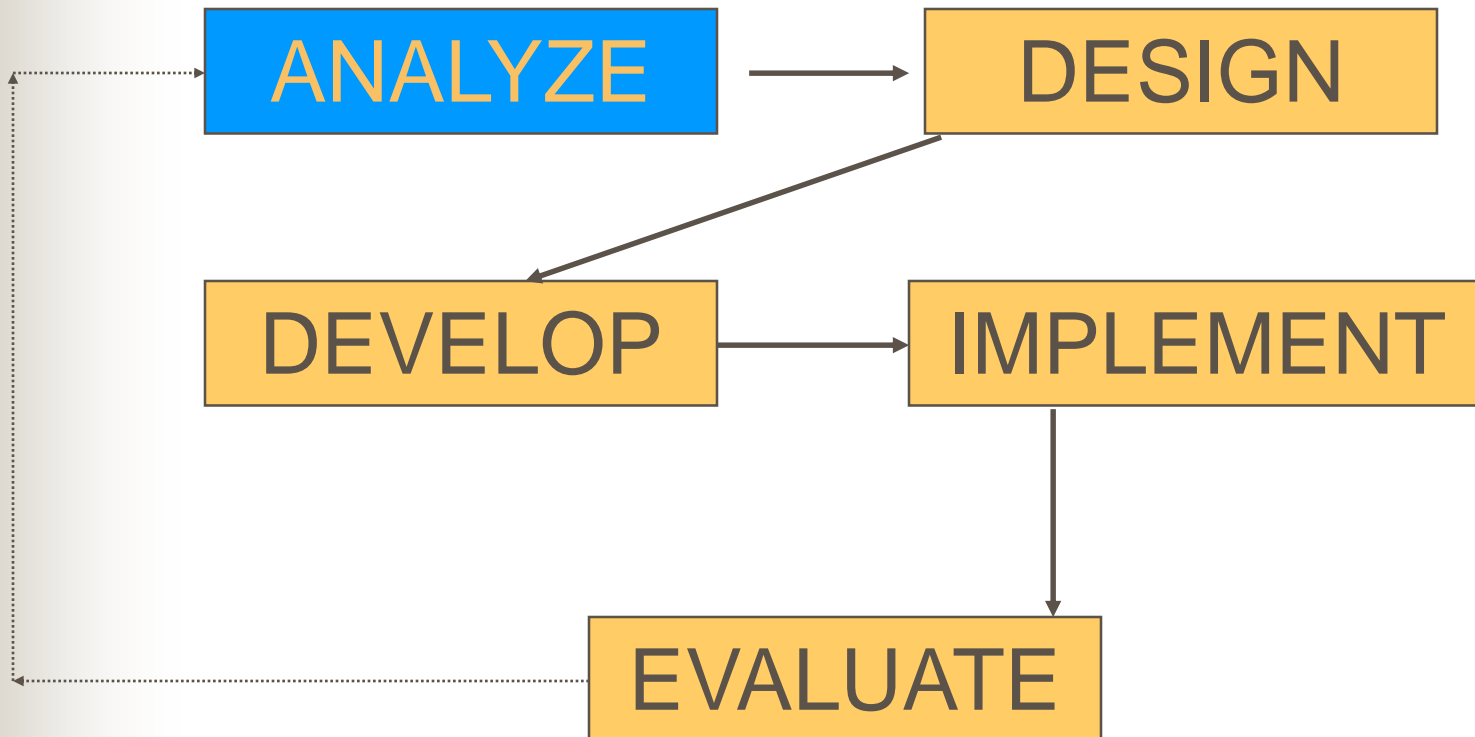




Needs Assessment Definition

A needs assessment is the process of identifying performance requirements and the "gap" between what performance is required and what presently exists.

Instructional Design Process





Step 1: Define the problem

Describe Discrepancy

DESIRED PERFORMANCE (Optimals)

- ACTUAL PERFORMANCE (Actuals)

= POSSIBLE TRAINING NEED

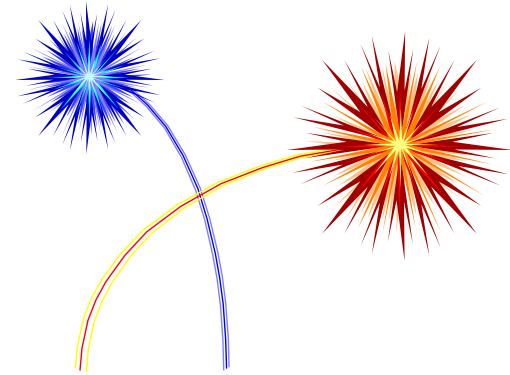
Step 2: Is it important?

- Why is it important?
- What if you did nothing?
- How big is it? (Quantify if possible)
- “Is the cost of the discrepancy high enough that it seems worth pursuing a solution?”



If the answer is no.....

IGNORE



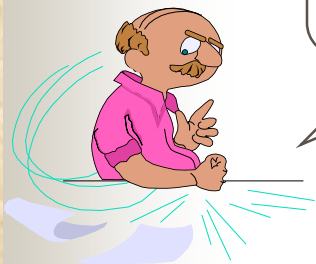
REJOICE

Step 3: Determine Cause(s)

Is it a problem of skill

or

a problem of will?



I don't
wanna!



I don't know
how.



If a skill deficiency..

- Provide training
- Provide practice
- Provide feedback
- Simplify the task
- Develop a job aid
- OJT
- Transfer
- Terminate



To solve a performance issue

- Training may not be the answer
- Training may not be the only answer

If training is the answer....

- Formal training
- Self study
- Technology based
- Job related/workplace approaches





Framework for TNA

■ Input

- Organizational Analysis
- Operational Analysis
- Person Analysis

■ Process

Determining the nature of PD and its causes.

■ Output

- Provides us training / training needs.



Organizational Analysis

Provide information about:

- **Mission & strategies** of an organization
- **Resources & their allocation**, given the objectives
 - Capital Resources
 - Human Resources
- **Organizational environment**: Internal factors that may be causing problems
- Impact of the preceding factors on developing, providing & transferring the KSAA to the job if training is the chosen solution to the PD; **where to collect data** – to identify the causes of PD



Operational Analysis

Determines exactly what is required of employees in order for them to be effective:

- KSAs required to meet expectations.
- Characteristics of task environment (work flow, ergonomics, etc) to be able to meet expectations.

Incumbents & supervisors are questioned.



Job Analysis

- What is the Job?
- Where to collect data?
- Whom to ask?
 - Incumbents
 - Supervisors
- Who should select incumbents? How many to ask?
- How to select?
- What to ask about?



Job Analysis Techniques

- Worker oriented approach
- Task oriented approach
e.g., job-duty task method

Rate KSAs as “Importance to this job” as:

Doesn't apply / Minor / Low / Average / High /
Extreme &

Its “Importance at the time of hire”.

JOB	TASK-ORIENTED APPROACH	WORKER-ORIENTED APPROACH
Garage Attendant	Checks tire pressure	Obtain information from visual displays
Machinist	Checks thickness of crankshaft	Use of a measuring device
Dentist	Drills out decay from teeth	Use of precision instruments
Forklift Driver	Loads pallets of washers onto trucks	High level of eye-hand coordination



Job Analysis indicate expected performance

Gives a list of tasks & KSAs required to perform the job.

Task information is used to:

- Identifying the expected behavior
- Developing actual training programs
- Evaluations of the training

Task information leads to identification of KSAs



Person Analysis

Methodology to identify those incumbents who don't meet the performance requirements

$$(PD = EP - AP)$$

In the proactive analysis, EP is what is needed in the future and AP is the current performance level.

Where to collect data from?

- Performance Appraisal
 - Supervisor Ratings
 - Self Ratings
 - 360 Degree Performance Review
- Performance Data

Used to judge likelihood of Deficiency being a KSA issue:

	Low Distinctiveness (in many areas)	High Distinctiveness (in one area)
High Consensus (with many people)	Unsure	Low
Low Consensus (with less people)	High	Unsure



contd..

■ Proficiency Tests

■ Cognitive Tests:

- Measure levels of knowledge
- Paper & pencil Test in groups.

■ Behavioral Tests:

- Determine needs related to skills required on the job.
- Incorporate work samples.
- Assessment Centers.

■ Surveys:

- To judge attitude.



Gathering TNA Data

Final Thoughts

For conceptual understanding, divide the TNA into 3 distinct factors:

1. Organization
2. Operation
3. Person

For the TNA to be effective, ensure that the organization:

- Allows developmental appraisals.
- Allows self – appraisal.
- Places high value on developing subordinates.
- Provide opportunities for training & mentoring.



Outcomes of TNA

- Identification of PDs.
- Identification of their causes.
- Deciding whether they are important enough to be fixed up.

■ Training Needs

-PDs that are due to lack of KSAs & for which training is a solution.

■ Non-Training Needs



Non Training Needs

Where training is not the best solution.

No KSA Deficiency. Caused by:

- Reward / punishment
- Inappropriate / inadequate feedback
- Obstacles in the system

KSA Deficiency. Solutions could be:

- Job Aids
- Practice
- Changing the job



Approaches to TNA

■ Proactive TNA

- Focuses on future HR requirements.
- Prepare for future promotions/transfers.
- Prepare for changes in the current job.
- e.g., Succession Planning

■ Reactive TNA (Repair Act)

- Begins with existing PD.
- Focus mainly on one department.
- Those who show PD are the key trainees.
- Focuses on a particular part of the job.



Training need analysis (TNA)

- Investigation forms the basis of training need analysis and effective investigation leads to effective TNA.
- It involves observing the day-to-day operations of the organization and interact with people at all levels, from production line to management
- Maintain informal contacts with individuals throughout the organization



TNA (contd)

- Regularly assess the attitudes and feelings of the organization's staff
- Stay abreast of all policies, procedures and standards relating to work performance
- Formally and informally gathering input from various constituencies

Formation of task force in conducting TNA

- To do an effective TNA, a permanent task force is essential
- Task force should include representatives from each department for effective TNA
- Choose those who know and care about the situation
- Identify a contact person or “champion” who is committed to training and whom you can call upon for support and resources



Thank You !!!!!