



**Training &
Development-
SESSION 7**

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Topics

Components of Needs Analysis

The logo of Galgotias University is a stylized, multi-colored swirl or 'G' shape, composed of several curved segments in shades of yellow, blue, and red, set against a light background.

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Objectives

Following this presentation you should be able to complete the following objectives:

- **Overview of the** Components of training Needs Analysis

The logo of Galgotias University is a stylized 'G' composed of three overlapping, curved segments in shades of yellow, blue, and red. Below the logo, the text 'GALGOTIAS UNIVERSITY' is displayed in a large, light grey, serif font, with 'GALGOTIAS' on the top line and 'UNIVERSITY' on the bottom line.

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Meaning

Need is a requirement or necessity. Training needs analysis is the breakdown of an identified need to determine its bases and causes as well as the relationship among identified needs. Needs assessment means the identification and prioritization of training requirements (Roger, 1994). The timely and precise identification of training needs starts with the determination of knowledge, and skill essential for maximum effectiveness in an organization's position (Stockard, 1997. p. 33). *Need analysis* is the first step in the training process to determine who requires training, what kind

of training is required and why a particular training is required.

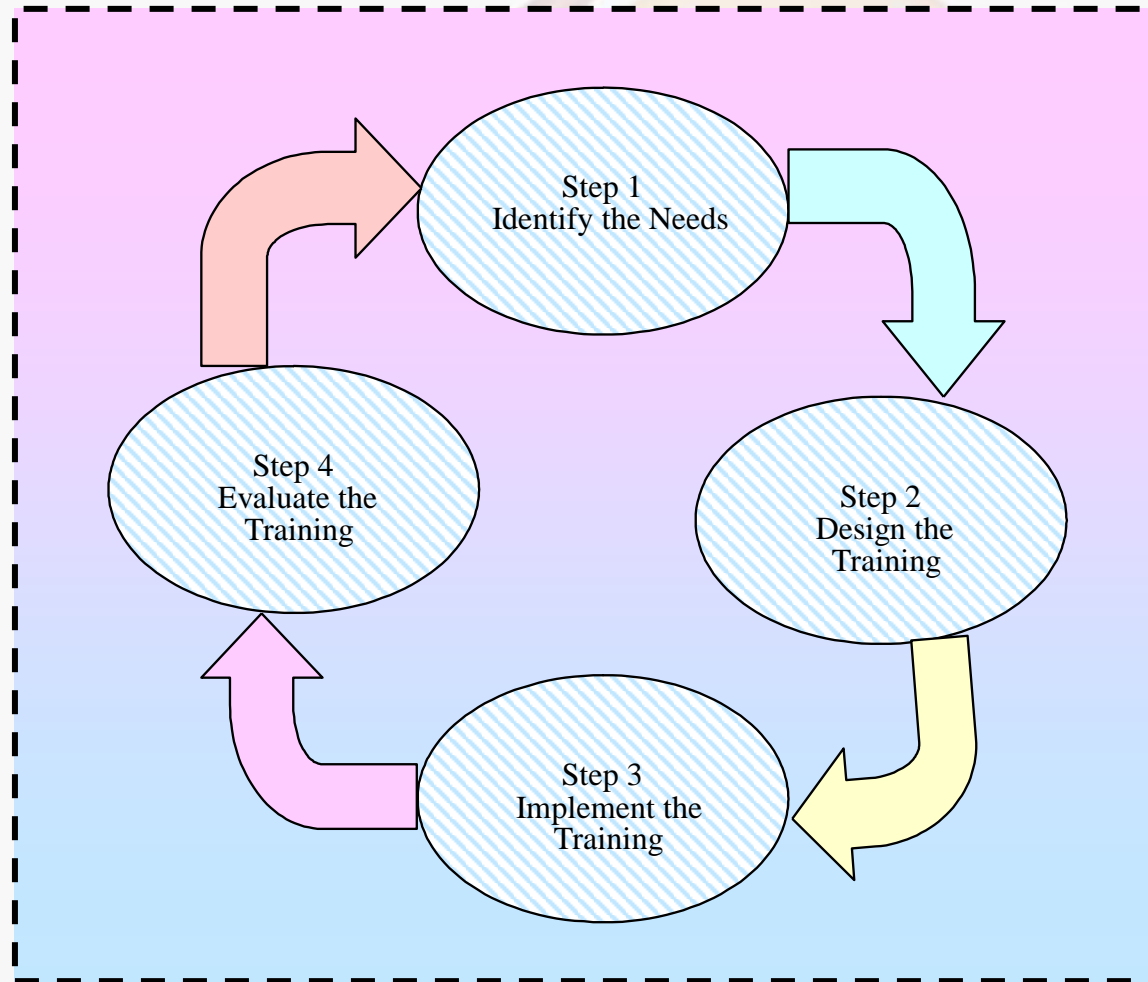
What is Training need analysis

- A training need analysis considers:

1. Business needs
2. Current competencies
3. Training methods
4. Cost
5. Effectiveness

Why Conduct the Training need Analysis

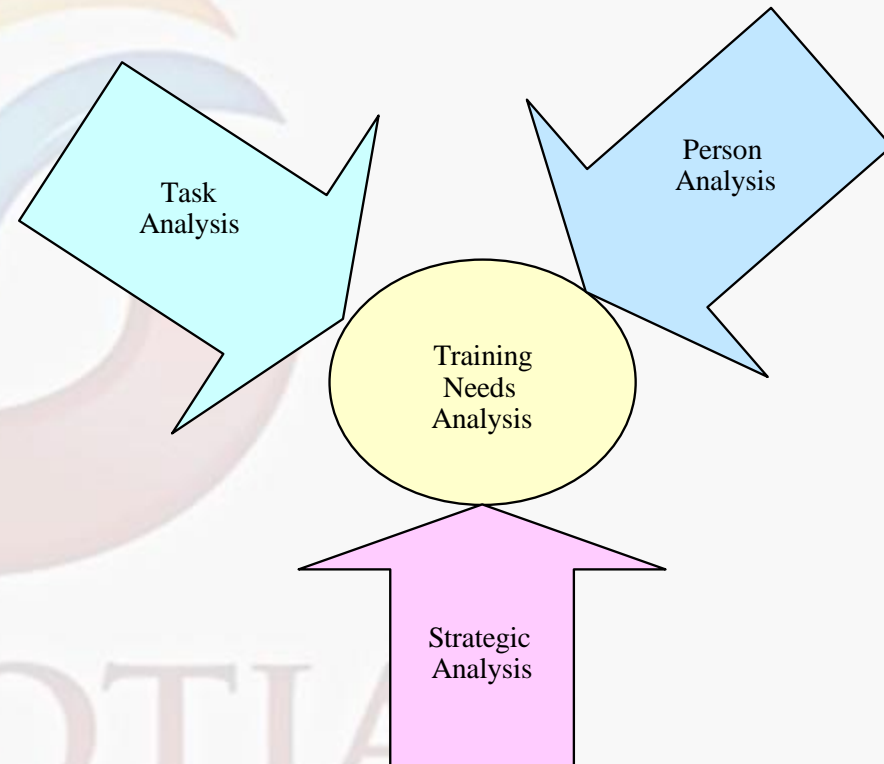
1. Effective training programs correctly identify and address the training needs.
2. Need to determine what or who need to be trained
3. Training need analysis works to clarify training needs.
4. A training need analysis ensures training is targeting the correct competencies, the correct employees and is addressing the business need.



Training process

Components of Needs Analysis

Training/HRD needs assessment generally involve three components namely: strategic/organizational analysis, task analysis and person analysis. *Strategic/organizational analysis* suggests where in the organization, training is needed and under what condition it will occur. Organizational analysis is a process used to better understand the characteristics of the organization to determine where training efforts are required and the conditions within which they will be conducted.



Components of Training Needs Analysis

Six Component Analyses of Needs

After reading these three components process of training needs analysis, some of us may feel it is too inadequate in finding out all the issues involved in training need analysis. Therefore, to understand the training needs analysis better, let us go to the six component approach given below:

1. *Context Analysis*
2. *Participants' Analysis*
3. *Work Analysis*
4. *Content Analysis*
5. *Suitability Analysis*
6. *Cost-Benefit Analysis*

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Elaboration of the six component model

Read the following examples for training needs assessment:

- a) Your CEO is concerned about sexual harassment at the workplace. The present course is outdated due to court rulings. As a result, a consultant is engaged to revise the existing harassment awareness programme for all the employees.
- b) One week ahead of annual safety day celebration, the general manager says, “We have got a new safety policy. We need to inform all employees about it. We need someone to prepare a self-study learning material for distribution among all employees.”
- c) The company has just given Internet access to 20 new recruits. Management has asked the Human Resources Manager to ensure that they know how to use it and don't waste company time.

Cont....

These three training needs analysis scenarios have ambiguity in common. Little has been said that indicates clear and measurable training needs analysis requirement. We are not certain that training is the desirable solution. Maybe all that people require is information, feedback or coaching and not classroom training. The mandate of the trainer is not clear. In short, these three scenarios simply represent an opportunity for a thorough training needs analysis.

In our three scenarios above, a *context training needs analysis* will help define what the clients hope to accomplish through the training, hopefully expressed as performance outputs. If one begins the training design process in January and fails to grasp the thinking of the key persons, or groups, who conducted the initial training need analysis, that oversight will come back to haunt in March, when presenting a finalized training programme design.

Approaches for TNA

- There are two approaches:
 - a) Proactive TNA:** Mainly focuses on future requirements i.e. developing the HR irrespective of whether the performance deficiencies are caused by the lack of KSA's for the required job.
 - *Organizational Analysis*
 - *Operational Analysis*
 - *Person Analysis*
 - b) Reactive TNA**

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Data collection for TNA

A TNA involves collecting information relevant to training from the concerned organization/department. The aim is to have clear evidence on which to base the findings and conclusions. There are various ways to collect information. Although some of these can be used in isolation, one may find it more helpful to use a combination. Typical methods include; reviewing existing documents like performance appraisal reports, customer complaints, supervisory recommendations and employee requests, workshops and focus groups, individual interviews, work diaries, observation and listening, self-assessment, critical incident analysis, questionnaires and analyzing job descriptions.

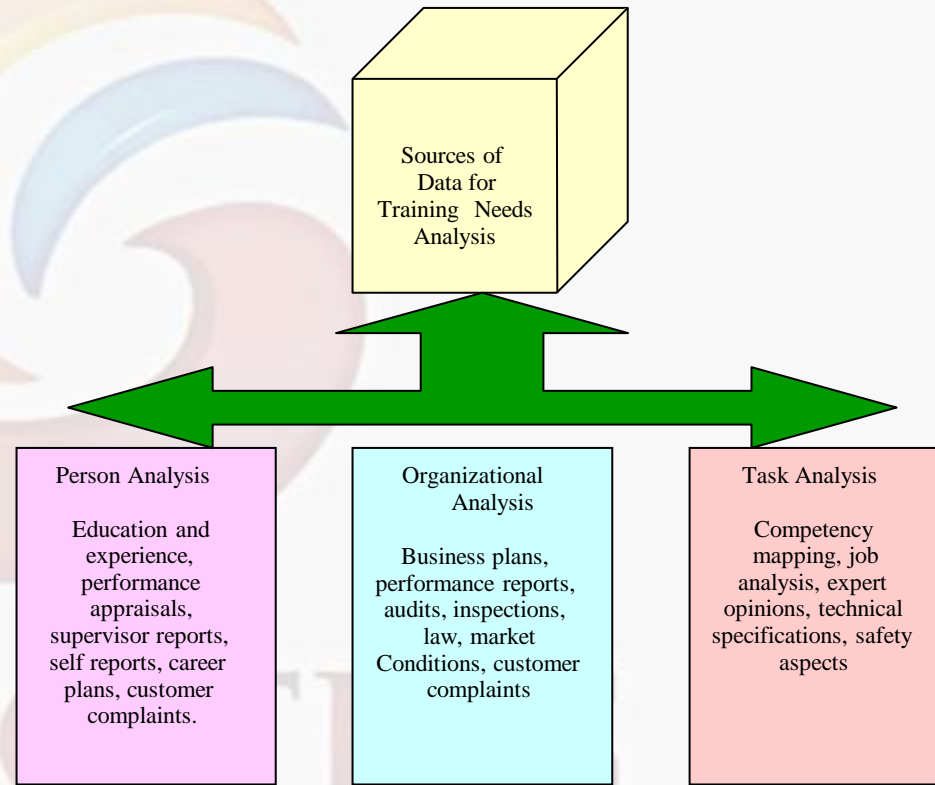
Reviewing Existing Documents: Review the existing documents in respect of organizational strategies like annual reports, business policy guidelines and vision plans.

Cont....

Individual Interviews: Individual interviews can be an efficient, flexible and rewarding way of gathering information. Interview the current jobholders, their supervisors, and particularly the persons considered as superior performers in the said job roles to gather the task related information.

Work Diaries: Work diaries provide day-today information of an individual performance. This can be useful when parts of the organisations are mobile or spread out from the core.

A diary is issued to each participant to be kept over a set period of time. This might cover the tasks carried out and frequency.



Sources of Data for Training Needs Analysis

Cont....

Observation: This involves observing and noting what is going on — that is, getting the feel of the situation. This can be done at organizational level, occupational level and individual level. Make sure that you use trained observers.

Self-Assessment: This involves individuals rating their own skills, knowledge and abilities by employees. Sometimes employees may underestimate or overestimate their own capabilities. Have it cross checked from the performance data or from the supervisor's report.

Questionnaires: When it is not possible to collect the data from interviewing people for valid reasons like want of time, manpower and money; questionnaires can serve the purpose to a large extent.

Critical Incident Technique: Critical incidents are real events at the workplace, which lead to superior or effective performance. Such events can clearly establish the causes for performance or non-performance. This involves analyzing an incident to see whether training could have improved the outcome.



Where to start?

Having read the various approaches to training needs analysis, one should know how to go about it easily and where to begin. Look at the easy to follow steps given below for a quick understanding.

- ❖ Examine the operations and processes of the organization and its business needs.
- ❖ Examine the external and internal environment.
- ❖ Examine the job role of the staff members and its capability demands.
- ❖ Examine the knowledge, skills and attitude of the staff.
- ❖ Identify performance gaps between 3 and 4.
- ❖ Identify the ways and options to fill performance gaps. For example, if training is not seen as a solution, change the working environment; change the resource input; change the job/tasks, or change the work methods.
- ❖ If training is the possible solution, then find out the best approaches in a given situation like coaching, mentoring, feedback, classroom training, on the job training, team building etc.

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