

# **COURSE: RECRUITMENT, TRAINING AND DEVELOPMENT**

## **LECTURE 7: ASSESEMENT OF TRAINING NEEDS**

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**Lecture learning outcomes:**

**At the end of the lecture you will be able to:**

- i. Discuss the need for training needs assessment.**
- ii. Evaluate the importance of training need assessments**

# NEEDS ASSESEMENT

- Needs assessment refers to the process used to determine whether training is necessary.
- Needs assessment typically involves organizational analysis, person analysis, and task analysis.
- An organizational analysis considers the context in which training will occur.
- That is, organizational analysis involves determining the appropriateness of training, given the company's business strategy, its resources available for training, and support by managers and peers for training activities

## **Person analysis**

Person analysis involves

- (1) determining whether performance deficiencies result from a lack of knowledge, skill, or ability (a training issue) or from a motivational or work-design problem,
- (2) identifying who needs training
- (3) determining employees' readiness for training.

## **WHY IS NEEDS ASSESSMENT NECESSARY**

- Training may be incorrectly used as a solution to a performance problem (when the solution should deal with employee motivation, job design, or a better communication of performance expectations).
- Training programs may have the wrong content, objectives, or methods.
- Trainees may be sent to training programs for which they do not have the basic skills, prerequisite skills, or confidence needed to learn.

Training will not deliver the expected learning, behavior change, or financial results that the company expects.

- Money will be spent on training programs that are unnecessary because they are unrelated to the company's business strategy.

## **The need for Training may generally arise for the following-**

- To improve the efficiency of employees
- To reduce wastage of time and money
- To have quality output
- To bring down supervision
- To have preventive maintenance
- To achieve optimum performance

## **Where need arises from**

- To boost morale of employees
- To prepare workforce for future challenging work
- To reduce absenteeism
- To bring down the grievances
- To build career by personal growth

## **When does the need for training arise?**

- The installation of new equipment or techniques
- A change in working methods or products produced
- A realisation that performance is inadequate
- Labour shortage, necessitating the upgrading of some employees
- A desire to reduce the amount of scrap and to improve quality
- An increase in the number of accidents
- Promotion or transfer of individual employees, Ensures availability of necessary skills and there could be a pool of talent from which to promote from

# WHO SHOULD PARTICIPATE IN NEEDS ASSESSMENT

- It is important to include managers, trainers, and employees in the needs assessment process

## THE NEEDS ASSESSMENT PROCESS

- **Organizational Analysis** .Organizational analysis involves identifying whether training supports the company's strategic direction; whether managers, peers, and employees support training activity; and what training resources are available.
- **Company's Strategic Direction** . The strategic role of training influences the frequency and type of training and how the training function is organized in the company. **Support of Managers, Peers, and Employees for Training Activities** .A number of studies have found that peer and manager support for training is critical, along with employee enthusiasm and motivation to attend training

# THE NEEDS ASSESSMENT PROCESS

- **Training Resources.** It is necessary to identify whether the company has the budget, time, and expertise for training
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## **Person analysis also helps determining employees' readiness for training.**

Readiness for training refers to whether

- (1) employees have the personal characteristics (ability, attitudes, beliefs, and motivation) necessary to learn program content and apply it on the job
- 2) The work environment will facilitate learning and not interfere with performance. This process includes evaluating person characteristics, input, output, consequences, and feedback. A major pressure point for training is poor or substandard performance.

## **Task Analysis**

- Task analysis results in a description of work activities, including tasks performed by the employee and the knowledge, skills, and abilities required to complete the tasks. A job is a specific position requiring the completion of certain tasks. A task is the employee's work activity in a specific job

## Steps in a Task Analysis

1. Select the job or jobs to be analyzed
  2. Develop a preliminary list of tasks performed on the job by (1) interviewing and observing expert employees and their managers talking with others who have performed a task analysis.
- 3. Validate or confirm the preliminary list of tasks.
  - Once the tasks have been identified, it is important to identify the knowledge, skills, or abilities necessary to successfully perform each task.

## Why do a Training Needs Analysis?

A TNA provides information on the training and skills development requirements of all members of your network. It is one of the key steps in preparing a training plan and provides information on which to base training plan. It enables to:

- Identify the gap between current and required levels of knowledge, skills and aptitude
- Identify what the general content of training should be
- Form the foundation of a training plan
- Provide a baseline for the evaluation of a training plan
- Ensure that appropriate and relevant training is delivered
- Maximise use of scarce resource

## **Training needs analysis involves:**

- monitoring current performance using techniques such as observation, interviews and questionnaires
- Anticipating future shortfalls or problems
- Identifying the type and level of training required and analysing how this can best be provided.

## **SCOPE OF NEEDS ASSESSMENT**

Time constraints can limit the length and detail obtained from a needs assessment. However, even if managers demand a training course right now, needs assessment should still be conducted. There are several ways to conduct a rapid needs assessment. A rapid needs assessment refers to a needs assessment that is done quickly and accurately, but without sacrificing the quality of the process or the outcomes. There are several ways to conduct a rapid needs assessment. First, the scope of needs assessment depends on the size of the potential pressure point.

# **BENEFITS OF A TRAINING NEEDS ANALYSIS**

- Identifies performance goals and the knowledge, skills and abilities needed by a company's workforce to achieve those goals
- Identifies gaps in training provision in sectors and or regions
- Helps direct resources to areas of greatest priority
- Addresses resources needed to fulfil the organisational mission,
- Improve productivity, and provide quality products and services
- Improved profitability,
- lower staffing costs,
- Production improvements and staff development.

## **TNA will address some of the following questions**

- What are the current external factors affecting how the companies in the sector/region operate (political, economic, social and technological concerns)?
- What are the most important competitive issues facing the member companies?
- How will training impact on the productivity, competitiveness and long term sustainability of member companies?

- What level and type of training are member companies currently participating in? •
- What are the specific training needs in each company?
- What are member companies' average annual training budgets?
- Does the company have a dedicated training manager/ HR function?

## Questions

- Who is the target participant group/s?
- Which training programmes should be given priority?
- How important member companies think certified training is in the sector/region?
- What length of courses should be offered – how much time will staff be released for?
- What method/s of delivery should be used (classroom based/onsite location; online; project based; recognition of prior learning)?

What are the key skills gaps? • How many people need to be trained?

• What is the time frame/critical milestone dates? • What is the best time of the day to release staff? Does the company need additional trainers support for some learners? Care should be taken when conducting the TNA to ensure that as wide an input as possible from the member companies is secured. What is the problem? Is it a training problem? (Training is not always the solution) • What are the key roles/areas in the company? What are the key skills linked with each of these roles/areas?

## **What are the key steps in conducting an effective Training Needs Analysis**

- Planning is integral to a successful TNA and it is important to ensure that a consistent approach is followed when liaising with all potential members of the network. Before you start:
  - Prepare thoroughly
  - Follow a structured methodology
  - Link training needs with the objectives of the network
  - Gain commitment from members to participate in the TNA

Communicate with all those involved

- Ensure you have the skills to conduct the TNA (analytical and communication)
- Collate the results gathered
- Prioritise the identified training needs and group them into training categories

## **FIVE STEPS OF TRAINING NEEDS ASSESSMENT**

- **Step 1: Identify problem and needs**
- Before TNA is conducted, it should be probed whether training is needed. After identifying problems and needs, set up overall objectives for a training course
- **Step 2: Determine design of needs analysis:**The second step in TNA is to determine the following: i) target groups to be trained; ii) interviewees; iii) survey methods; iv) survey plan including schedule to be conducted TNA and persons in charge of TNA. Those items become the basis for a training course designer to either create a new training course, identify an existing one that can fulfill the need, or obtain one externally.

### **Step 3: Collect data.**

The third step in TNA is to collect data through: i) reviewing documents on existing training (secondary data and information); and ii) conducting survey including interviews and observation at work. It is important to collect and review secondary data and information prior to conducting interview surveys.

### **Step 4-Analyze data using various methods**

### **Step 5-Provide feedback of the findings**

# COLLECTING INFORMATION FOR A TRAINING NEEDS ANALYSIS

- **Surveys-** Surveys have advantages and disadvantages and TNAs based solely on these could be questionable. Surveys are beneficial because many people can be polled in a short period of time. They can be easily analysed and be quite cheap to administer. Surveys can provide first level data which can then be explored deeper with focus groups.
- **Focus Groups** -Focus groups allow for small group interaction, allowing the network to uncover details about their target audience and their requirements

## **Utilise the focus group to:**

- Review what training needs identified are to be prioritised
- Identify the most suitable methods of delivery (classroom, online, blended etc.)
- Assess what resources are available within network e.g. training venues, training materials, training facilities, online forums to share learning materials etc.

**Focus Groups** -Focus groups allow for small group interaction, allowing the network to uncover details about their target audience and their requirements

- Company training needs and skills deficiencies
- Common training and development needs
- Current training approaches and providers
- Review of what types of training work best for this target group/sector
- Gaps in current training provision either locally or at all

# Interviews

## Individual Interviews

- These can be an efficient, flexible and rewarding way of gathering information on each member company. Interviews must be conducted in a consistent manner and be conducted with precision and accuracy. A comparison should be made of what employees are currently doing and what will be expected of them as the company continues to grow diversify and/or expand/downsize views must be conducted in a consistent manner and be conducted with precision and accuracy

## **Reviewing Existing Documents**

This involves researching and noting what is going on – „getting the feel“ of the needs of the sector/region. This may include reviews of sector specific reports, national plans, reviews of member company business plans or policy statements

## **Discussions with relevant Stakeholders**

- A number of key stakeholders should be consulted where appropriate.
- **Meetings with Steering Group** . Steering Group meeting play a key role in reviewing the results of the TNA and determining what training needs will be prioritised and presented in the Training Plan.**Discussions with relevant Bodies.** It is often beneficial to consult with professional bodies of the particular sector who have a high level view of the needs and upcoming skills deficits of that sector.**Discussions with stakeholders operating in employment services.** As part of Skillnets’ commitment to the jobs challenge, free training places for jobseekers are provided via the Skillnets

## References

Personnel and Human Resource Management. P.Subba, R., Himalaya Publishing House,2016

A Handbook of Human Resource Management Practice. Armstrong Michael. A, London, England,2006