Content: Assessment of Training Needs, Training Need Analysis (Dr. Nitesh Bhatia, Asst. Professor, Dept. of Business Administration, Central University of Jharkhand)

Assessment of Training Needs:

Training and Development activity in organizations for employees is a costly affair in all contexts right from quality trainers, inputs, set-up, mechanism and time & effort dedicated by employees etc.

With changing times and market dynamics organizations have to relook its goals and targets, for this upgraded set of skill set might be required by their employees. Training and development is seen as a strategic weapon in today's modern corporate world.

These along with several other reasons, present the need for training and development sessions:

1. Organization plans / thinks/ feels for a requirement or need of tailored sessions to enhance employee's performance

2. Benchmark setting process for performance improvement

3. Testing new methodologies for exploring scope of enhanced productivity

4. Training about immediate specific requirement, example specific job responsibility

5. Training right set of employees, so that they gain competitive advantage or do not fall behind industry standards

6. Identifying skill gaps which have high business impact
7. Identifying techniques to counter learning obstacles (example Companies have LMS now a days for self-paced anywhere anytime learning)

8. Return on Investment: Its one of the biggest challenge and strategic weapon for HR to convince top brass and board for investments in training and development activities (base for training budget)

9. Develop a learning organization and engage employees in continuous learning activities

10. Create an environment for easy acceptance and transition of organizational change

11. Pave way for Organizational development

Training Need Analysis:

Introduction:

The competitive work environment and modern ways of commuting business can't allow organizations to compromise with below industry or traditional approach of employees. There are times where huge gaps are identified in existing job performance outcomes and expected outcomes. This is something which indicates training requirements. The first step to be adopted by HR in such scenario is identification of training needs.

A formal and systematic TNA will allow for who requires training and of what kind. There is no point in offering wrong set of training programs or to wrong set of people , who actually do not require it.

A Training need analysis (TNA) is a mean to maximize ROI on Training Programs, even though many organizations still don't have a formal provision for the same. A training Need Analysis puts the organizational training resources to the best of usage.

What a TNA is?

TNA is a process of identifying Training needs at different levels in an organization to enhance employee's job performance.

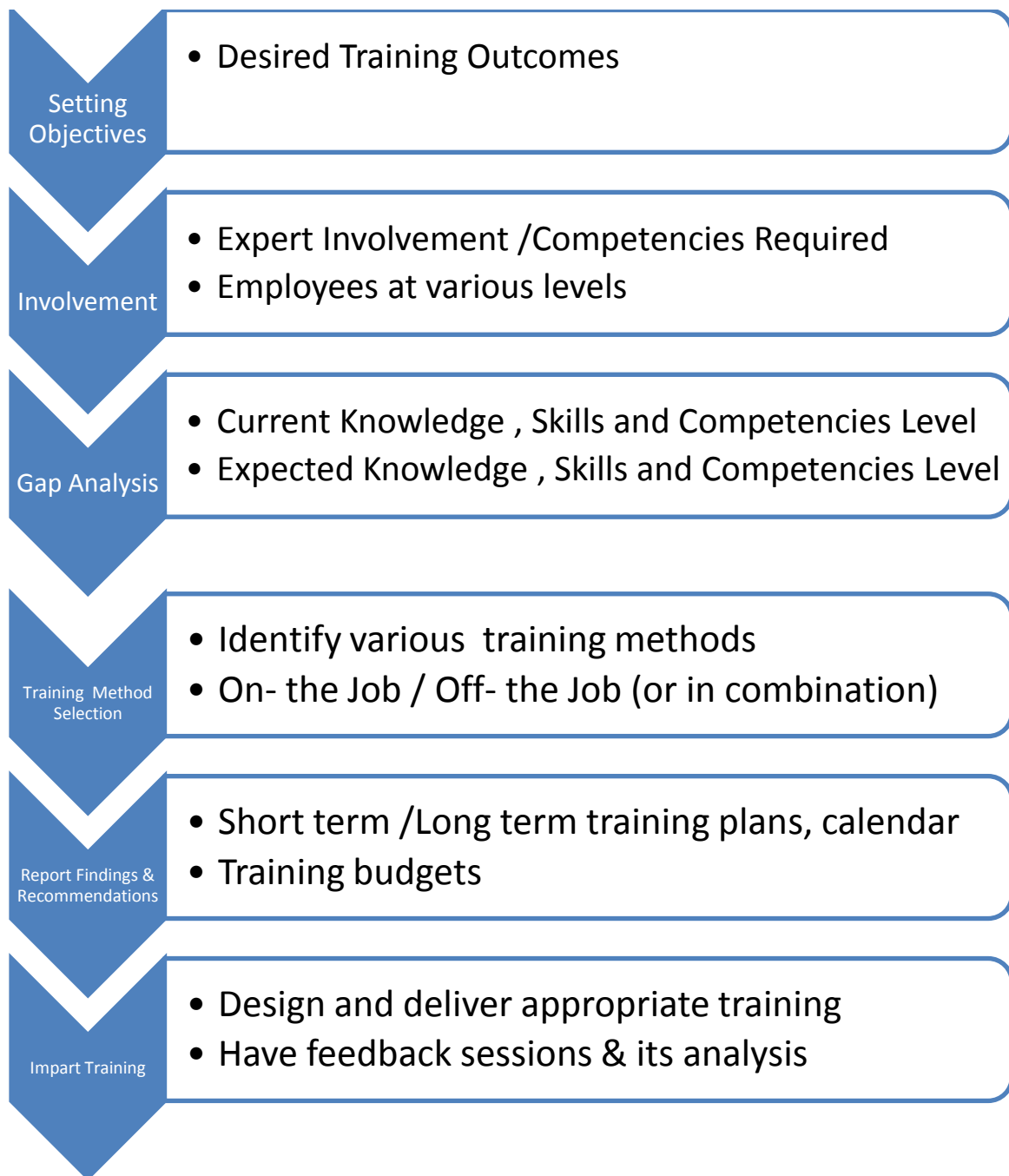*Traditional Levels of TNA implementation:*

- Individual
- Team/Group/Department
- Organization
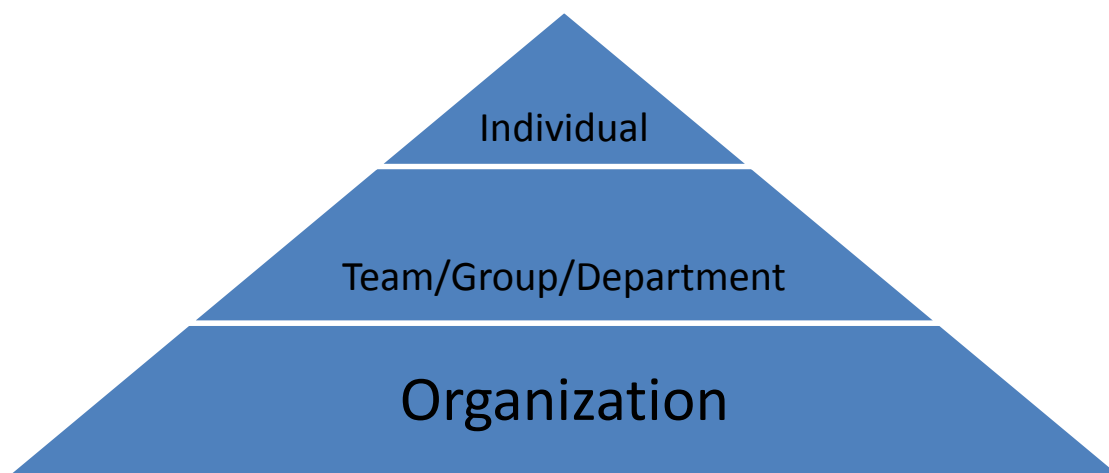
Set of Need Analysis(s) Suitable for Organization:

The basis for the type of need analysis suitable for your organization (as per your situation) along with key aspects regarding them can be described as:

Organization Based	• Need of business hour/ business problem • Current Organizational Situation and past trainings
Person Based	• Who will be trained? • Who will impart Training?
Task Based	• Skills and duties required for job/task • Training focusing on job content
Performance Based	• Cuurent performance standard of employees • Performance expectations and gap
Person Based	• Who will be trained? • Who will impart Training?
Content Based	• Documents, policies, manual analysis • Training shouldn't contradict job requirements (use experienced woker's expertise)
Training Suitability based	• Will training provide solutions • Will training be effective
Cost-Benefit Based	• Training viewed as Capital investment • Return on Investment

Performing Training Need Analysis / TNA Process:

Setting Objectives	• Desired Training Outcomes
Involvement	• Expert Involvement /Competencies Required • Employees at various levels
Gap Analysis	• Current Knowledge , Skills and Competencies Level • Expected Knowledge , Skills and Competencies Level
Training Method Selection	• Identify various training methods • On- the Job / Off- the Job (or in combination)
Report Findings & Recommendations	• Short term /Long term training plans, calendar • Training budgets
Impart Training	• Design and deliver appropriate training • Have feedback sessions & its analysis

Conclusion:

One can't deny the meticulous understanding and analysis of training needs and business environment to determine the type and method of training program to be imparted. Professional approach do adopt advance Training calendars, Training of trainers program etc. to ensure maximum benefit and outcome from Training Programs.

Assignments and Caselets:

Assignment 1: Why conduction of Training Need Analysis critical for success of T & D Program for any organization? (10 marks)

Assignment 2: List the various types of Need Analysis expected by various organizations with respect to TNA. Explain the various steps of performing a Training Need Analysis. (10 marks)