

NPTEL
NPTEL ONLINE CERTIFICATION COURSE

Course
On

Human Resource Development

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Lecture 11: HRD Process- I

Okay, so welcome to the third module of this course on

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Module 3

**HRD Process Model: Identification of
HRD needs and Design and
development of HRD programmes**

Session1

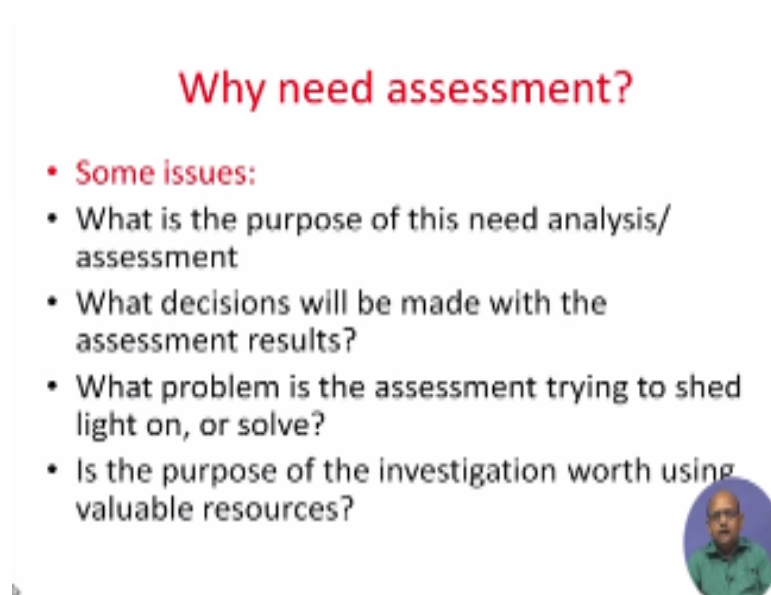
**Assessment of HRD Needs:
Reasons and Data collection
methods**

Human resource development and in this module basically we will talk about that how to design and develop deliver and evaluate an HRD program so the next two modules that is three and four is primarily concerned with HRD process that what are the HRD module that we are going to use and then how you are going to make use of this module to ensure that we are able to perform well. Now we are talking about the HRD process module in its totality we see that it includes four different stages the first stage is that we are going to assess the needs of HRD second stage

basically we are going to design and develop the HRD program so in this module basically this week we are going to cover these two part that how to assess HRD and how to design and develop an HRD programs and in the fourth module we will talk about how to implement an HRD program that is how to deliver an HRD program and how to evaluate that is going to be the fourth module.


So, here we are starting with the first part in the first section we will talk about assessment of the HRD needs that how we are going to assess the HRD needs and in the process that why we should go for assessing HRD needs and how we will get the data for the needs of the people.

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Why need assessment?

- **Some issues:**
- What is the purpose of this need analysis/ assessment
- What decisions will be made with the assessment results?
- What problem is the assessment trying to shed light on, or solve?
- Is the purpose of the investigation worth using valuable resources?



So, this is what we are going to discuss in the first section now when we are talking about need assessment the first question that comes to our mind is that why we are going to assess the need of the people in what way it is going to help us to find out what is the requirement see training is the kind of investment that you are going o make into the people and you that most of the organization today not only India worldwide it is been lot of money in billions on training and

development activities and as I told you that if these training and development activities does not bring or make any change in the performance then it becomes.

So in added to see that you are able to minimize the requirement of the people with the organization it is very, very important that you are able to identify the needs of the people of the areas of things that is where they need to trained and that is why we have to ask certain questions before you proceed further for assessing the needs so we will look at some of the issues related to need assessment that is what is the purpose of this analysis or assessment why we are going for this kind of assessment.

The idea is that this will help you to identify who are the people who need to trained and what are the areas where they need to trained so unless you do this analysis you will be in the dark you will not be able to find out why you are going to train somebody who is to trained in which area you need to train some people so this is going to answer this question because if you are not able to identify who are the people who need to be trained at what level then how will you take a decision who is going to be trained so this is going to help you to take decisions with this assessment who have been able to identify a set of people at different level who needs training in different kind of areas.

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Needs Assessment

- *Front-end analysis*: A series of analytical and decision-making steps that lead to plans for overcoming deficiencies in human performance
- Figuring out what is really needed
- Not always an easy task
- Needs lots of input
- Takes a lot of work
- “Do it now or do lots more later”
- First step in both the ISD and HRD process models

So, the basic objective of need assessment to identify people and their need so if you are going for an assessment the idea is that this is going to help you in certain problems so that you are not in the dark and you know that you are going to train the right kind of people because if you do not train the right kind of people it will not help you to achieve the expected performance level and then at the end of it you look at it whether you have the resource to do it or not.

Because this kind of investigation is used to identify people who need to be trained and one important thing that you have to look at it whether the organization hire the resources to train the people or not if you know that the organization hire the resources to train the people only then you go for doing this exercise otherwise you do not do this exercise because otherwise it is going to be exercise now need an assessment is also known as front end analysis it means that you are going to take certain steps which is analytical and decision making which helps you to plan to see that what is the deficiencies in the human performance.

The basic idea of need assessment is to finds out the gap in the performance of the people so the idea of need assessment is to identify the gap in the performance of the people and the kind of analysis that you do is known as front end analysis so that helps you to find out what is required what is really needed see it is not an easy task to identify he need of the people because unless you go for a very systematic analysis in the perspective it is very difficult to find out what needs to be done. So it requires lot of input at different levels at the individual levels at the organizational level at the process level at the task level so you need to do the need assessment

very seriously and this requires a lot of analysis now the idea is that whether you want to do it right now or do it later the thing is that you must do it right now because if you find that it is the performance gap in the people it means that they are able to perform to the level that is your bench mark or the standard.

So if you leave it for later probably you will continue to have deficiency in the performance of the people so when it the question comes that whether you are going to do it right, now or you have to do it later you look at the priorities how important it is you find that this kind of performance gap is accepted or acceptable then you can leave it do not need to do it but you think this kind of performance gap is not accepted then you have do it right now.

So, this is the first space in the HRD process or when you call it ISD that is instructional system design or human resource development process so the need assessment is the first stage where you are going to find out the gaps in the performance or deficiency in the performance and then you see that what is this gap it helps you to identify who are the people who need to be trained an what are the areas that need to be trained and this requires lot of data collection on the part of the organization to identify the needs of the people now another question that is very, very important is training the solution?

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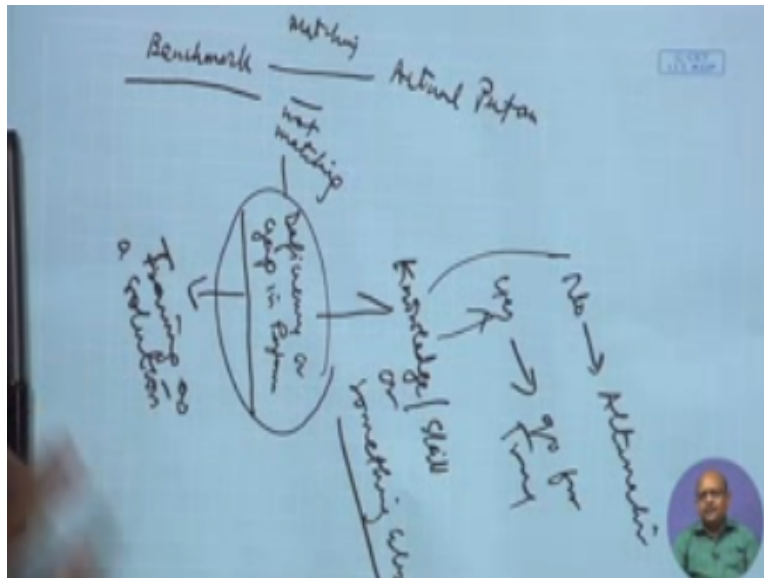
Is Training the Solution?

- Does the employee know how to meet the performance standards for an accountable task ?
- **If the answer is yes**, then training is not needed , *ACTIONS LIKE COACHING, MENTORING AND COUNSELLING MAY BE NEEDED*
- **If the answer is no**, then training is needed to equip the employees in their job



So, you have a benchmark performance or stranded on a particular job now at the first stage you need to communicate this to the individual that is what your expected performance. Now once you get the feedback about the performance you can see whether the performance level are benchmark performance have been achieved by the individual or not, okay.

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So you will be able to identify a gap in the bench mark related to performance and the actual performance if it is matching do not need to go for training if it is not matching then you go for performance because not matching means there is a deficiency or gap in the performance that is one thing but it does not mean that training is the solution so when I say that training is not the solution what does it means whether this gap in the performance is due to knowledge or a skill or something else what is you answer?

If the answer is yes, go for training if the answer is no look at some alternatives he might be having the knowledge and the skill base but he simply not interested there is no motivation right, and that is why performance is affected.

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Is Training the Solution?

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- **If the answer is no, then training is needed to equip the employees in their job**



So you need to go for some kind of alternative actions like mentoring, counseling and this kind of things which is going to help you to improve the performance so not necessary training is always needed if there is a performance gap because of knowledge and skill base that you want to improve his ability knowledge skill base or competencies then training is the answer if it is because of motivation lack of interest and other things then you have to find out the answers what else need to be done because if you are giving training and to fill the performance gap.

And it is not based then there could be other factors which is responsible he might be having the knowledge and the skill base but simply not interested in motivating so training is not always in the solution it is not the for upgrading so you have to see what needs to be done to see that the person is able to perform and that is why you have a number of HRD interventions so before you move further you must identify the gap and find out whether training is solution or not.

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Comparing the HRD Process Model to the PDM/ISD Model

HRD Process Model

- Assess
- Design
- Implement
- Evaluate

PDM/ISD Model

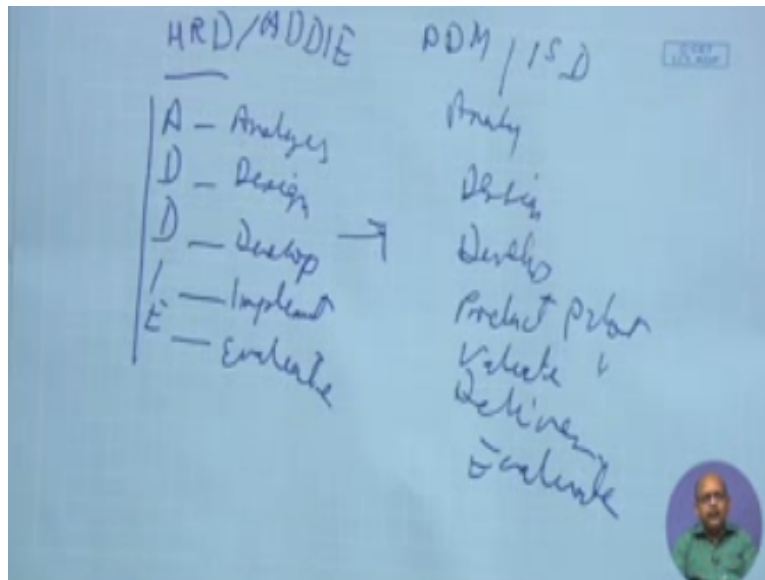
- Analyze need
- Design training
- Develop
- Produce pilot
- Evaluate pilot
- Deliver training
- Improve

(Werner and Desimone, 2006)



Moving further if you look at the model that is available is the two different model HRD process model which is also known as ADDIE model.

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Another name is this one and then you have PDM which is known as Proto development model or instructional system design model now analysis means A means analysis D means design other D means develop I means implement and finally E evaluate so HRD are what you call the ADDIE model is most widely accepted and it has a parallel with what you call the ISD model where you call about analyze, design, develop then you go for pilot product pilot testing were you see whether it is going to be successful or not then evaluate the pilot then deliver and finally evaluate. So, I am talking about is you can see this is the parallel between HRD and the module or ADDIE or ISD model so more or less all of them talk about certain.

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(Werner and Desimone, 2006)

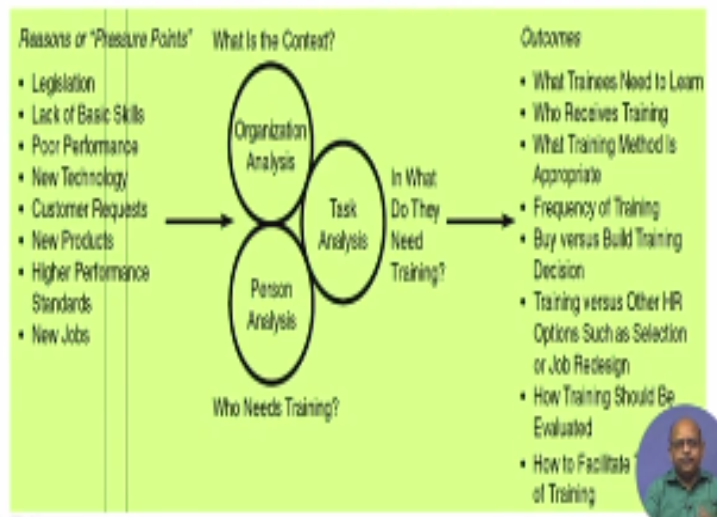


And if you look at the HRD process model talks about four stages that is analysis, assessment part, design and development is taken to whether ADDIE module and implement how you are going to deliver it and finally the evaluation or going to evaluate the effectiveness of the HRD intervenes.

Similarly in PDM and ISD model you see more or less same steps expect that once you are going to design develop program you are going for the pilot testing to see with that delivers on small set of people and then you are going to used it otherwise more or less you will find that it is comparable so these is the process model which we are going to discuss one by one and we are dealing here with the first stage that is the assessment state that is analysis of the training needs.

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Causes and Outcomes of Needs Assessment



Now if you look at the causing and outcomes of the need assessment what happens so if you look basically gives you a brief overview idea of need assessment process entire need assessment process. Now in the middle you will find that what kind of analysis is done three kind of analysis is done to identify the need organizational analysis, task analysis, and person analysis so that is what we are going to discuss at later stage at the first stage what we are going to see that why we are going for that why there is an need to assess there could be number of actions.

Because change in the legislations the people do not have basic skills basic skills means you are listening skills your arithmetic skills your communication skills like then your performance could be an factor technology could be a factor customer request there could be a customer request also your are going to work on new products you want which you have performance, so bench mark has gone up as a new job to the so that is to be asses that what is the requirement.

Now number of actions are these are called Pressure points which they it to do certain kind of an analysis in the organization task and person and that is what we are going to discuss further to identify who needs trading and then the outcome is that is based on as you can see who is going to get the training what will be the method how frequently you are going to do it whether you going to do it in the house or outsource all kind of outcomes are basically comes out once you define the training needs of the people so you can see the and outcomes of the this analysis and the analysis part where going to asses to identify the needs of the training of the people consist three part that is organization, task and person need to be analyzed, right.

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Need Analysis Processes (ASTD)

BEA Systems Inc. (2004)	Reigluth, 1996)	Swanson (1996)
1. Understand your environment and projects	1. Define system of interest	1. Diagnosing performance Articulate initial purpose Assess performance variables
2. Identify learning objectives	2. Determine performance deficiencies	Specify performance measures
3. Determine current knowledge levels	3. Separate incentive, management, and ignorance problems	Determine performance needs Construct improvement proposal
4. Perform gap analysis	4. State problem to be solved	2. Documenting expertise Prepare job description Prepare task inventory Conduct analysis of procedural tasks
5. Present training recommendation	5. Determine cost-benefit payoff	Conduct analysis of systems tasks
	6. Learner analysis	Conduct analysis of knowledge
	7. Analysis of setting	
	8. Job-task analysis	

Moving further so this process these are the different process that is adopted by American society for training and development which is more or less same either I talked about now if you looked at these three systems they are more or less talk about similar things like BAS systems you have to look at the environment the project training project you look at your objectives look at the knowledge current levels to find out the gap and then you are going to recommend training.

And the other model you see that what is your interest look the performance deficiency what else you can do whether you can ignore it or whether you should go for it and then look at the cost benefit for offering this program the possible cost benefit in the sense if you are going to invest the money on this kind of training and development activity in what way it is going to benefit then you want to see the analysis you are going to see the attitude interest and motivation of the people then we go for this kind of program right the had given a better module because he say that first of all you look at the diagnose the performance of the people and then see what was the various majors that you are going to take and then see what are the needs of the people in terms of the performance develop a and then you document in terms of what is the task that is to be done what are the requirement of the person what kind of knowledge and the skill base would be required so these activities had to be taken up as the part of the need analysis process, right.

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Understanding Needs

- A discrepancy between expectations and performance
- Not only “performance” needs involved
- **Various type of needs-**
- Performance
- Diagnostic
 - Factors that can prevent problems from occurring
- Analytic
 - Identify new or better ways to do things
- Compliance
 - Mandated by law or regulation

(Werner and Desimone, 2006)



Moving further what we are going to discuss is that is we all are talking about the needs that is to be looked into so what is the need? so the need is the basic discrepancy between the expectations and the performance it means what is your actual performance and what is the expected performance that is how you are going to arrive at the day and there could different kind of needs like could be related to performance related to diagnosis.

It could be related to the analysis like there could be better up doing things and that also brings out your need how there could be compliance need which is regulated by mandated by regulation for example now you know that GST is going to be applied in the organization instead of axis that you have now you are going to have a service tax from so this is a kind of a mandated by law or regulation every company had to say go for this kind of regulation GST so they need to train people they have to see that how they are going to implementing the organization. So, this is something that is compliance by the law and that is how the need arises.

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Data collection for assessment: Interviews

- Interviews should be conducted with those most knowledgeable of the organization, job, or task under scrutiny
- Persons interviewed could include: managers, job incumbents, employees, external experts, clients and customers, supervisors, engineers, or any other subject matter expert



The most important thing that when you go for assessment you have to find out the data related to performance of the individual so what are the different methods that could be used to identify the data related to the performance here we will discuss about the important methods that is they are like interviews who is going to be interviewed to the managers, peoples, others who know about the job they could be interviewed and from there you can find out what is expected from the performance and what are the activities that the person is doing anybody who is engaged with or is knowledgeable about the job could be interviewed in the process.

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Data collection for assessment: Questionnaires

- Using Questionnaires- Hard to control input, often high developmental costs, hard to write properly
- **An unstructured questionnaire** basically asks employees what it is they know, have experience, or actually do. Such a questionnaire is difficult to analyze and summarize
- **Structured questionnaires** normally request information on a specific phenomenon and its importance.
- A structured questionnaire with limited open-ended questions is among the most frequently used



Now either method to collect data is questionnaire itself is not very method because development cause questionnaire is very high and you have to proper kind of questions to get the date but questionnaire but questionnaire is very often used to find out that details about the job that the person is doing the details about the knowledge and the skill details about the requirement of the organization because the is to be done at three level that is organizational level task level and the person level the data needs are required at the organizational level, task level and person level.

So this date can be obtained through questionnaire it could be structured or it could also be unstructured now when we are talking about unstructured questionnaire based on the experiences you can you have certain questions open ended or close ended or you can ask certain things which you think it is going to help you get the data and structured format for example you know that these are the three important variables organization, task and person and each of these variables are important for each or this variables you are going to have data related to individual interest, motivation ability knowledge and skill relate to task organization what is the requirement of organization so you develop a structured questionnaire with some open ended questions because not necessary that everything can be caped in a structured questionnaire it is also giving some opportunity if they have something to say to come out with in this questionnaires so questionnaires is another way to collect the data then you have observations.

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Data collection for assessment: Observations

- Observation is a tool to determine the environment and context in which performance or activity takes place.
- Subjects may alter normal behavior patterns when they know they are being watched
- Unobtrusive observation provides more valid data



Observations mean that you are going to see that how people are doing that things so actually go to the place and say the is the performance happens sometimes if you are going to watch and see how the person is doing they become cautious so sometimes you alter a normal behavior the way you should be there and you are trying to become more conscious and then you try to do something that is desirable so if you go for unobtrusive observation that is what you call a non participant observation.

In case of non participant what happens you are going to participant or observe without being known to the participant that they are been vast but that way so with observation of what. What the person is doing? What is his ability? What is the kind of motivation interest and these kind of things are there? What the organization is doing in support and other kind of things so you can use observations also and is go for non participant observation instead of participant observation because that gives you more reliable data so we have talked about interview questionnaires and observations which are quiet often used but in addition to that you also collect data related to performance.

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Data collection for assessment: Background research or review of literature

- It may include a number of sources such as: *company records, production and worker logs, technical manuals, professional association materials,, budget documents, evaluation reports, goal statements, production charts, quality control documents, scheduling and staffing reports, or other Web-based sources.*



The back ground data for example from the company record, the production records, from the manuals, budgets, his performance evolution reports, goals and objectives, production charge, and other kind of things so this will give data for different kind of task that the person is doing and because it helps you to match to see whether you had been able to get the required information or not so background results is also important to basically that give your idea to find out the deficiency, right.

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Data collection for assessment: Group Discussion

- DACUM (Developing A CURRICULUM) or Delphi approach.
 - A single sheet skill profile that serves as both a curriculum plan and an evaluation instrument for occupational training programs done by experts.
1. Reviewing a written description of the specific occupation
 2. Identifying general areas of competence within the occupation
 3. Identifying specific skills or behaviors for each general area of competence
 4. Structuring the skills into a meaningful learning sequence
 5. Establishing levels of competence for each skill as related to realistic work situations.



You can also go for group discussion that is known as Delphi or DACUM that is known as developing the curriculum it is nothing else but a single seat profile which shows both as a curriculum plan and evolution instrument for training programs so you have description for a particular job then look at the competency that is required for the job then see what are the specific behavior for each competences and see whether the people have it or not and then you can find out the gap and you can also relate this competence with the job that is to be perform by the individual so group discussion is better way to find out and it could be by other methods also.

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Advantages and Disadvantages of Methods of Collecting Data

Method	Advantages	Disadvantages
Questionnaire	<ul style="list-style-type: none"> May yield large amount of information Restricts respondents to specific areas Does not require trained interviewers Time effective for a large number of participants 	<ul style="list-style-type: none"> Requires explicit instructions Return rates tend to be low Try building in an incentive to motivate people to completion Requires a significant sample size for an acceptable confidence level
Observation	<ul style="list-style-type: none"> Establishes what people actually do, not what they say they do May be accomplished via trained observers or automatic cameras Helps pinpoint problem areas 	<ul style="list-style-type: none"> Requires skilled observers May be expensive and time-consuming Data not easily quantifiable



So, if you look at the advantages and disadvantage of collecting data of using different kind of methods look at the questionnaires that advantage is that you can collect large amount of data but it restrict you to specific areas you do not require train interviews you time effective for large number of participate because you can get the data disadvantage is that you need to give very expensive instructions and how to rate and how to give data or information relate to that so if you are not able to provide some kind of incentive probably people do not respond some incentive to be given to motivate people and you need also good size to find out the reliability of the data.

Moving to the observation basically it is a good one but it is very time taking and you need observes to get the data or you go for automatic cameras you can CCTV cameras to find out how people behave how people work in the work environment but the people come to know about it they become and they may not give a data, but similarly if it is very expensive and time consuming and data are not easily quantifying because you are going to observe the data and it is more qualitative that is the advantage then face to face interview it has more accretive.

Because it has a high response rate you get information first but you have to spend more time and you also get an opportunity to see and how the people are responding in detail but it is again in terms of time memory it is very, very expensive and sometimes you get information which may not be relevant or useful also because he might tell you something which may not be

relevant but again you need train interviewers you can go for telephonic interviews less costly and also not face to face but you get non verbal feedback.

But you do not get any non verbal feedback because you are not talking in face to face if you talk about DACCUM or Delphi you get high response state you get better data and for the time you are spending but you have to see that it has very, very structured because you need to schedule time you see that participants are not and giving proper response you need a trained people and sometimes you get extended responses which may not be relevant or useful so that all.

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Session2

Levels of Assessment



Thank you very much.