Lecture 12: HRD Process – I (Contd)

Okay well to this session of third week second session, and here you will talk about how to go about need assessment.

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Which is in a three levels, that is the individual level, at the group level, at the task level and the organizational level, now what you are going to discuss here is, remember when you are talking about the assessment, of human resource development needs we discuss that first of all. We have to find out that why there is a need assessment okay and how we collect about data.

So that we can find out, that training needs or HRD needs of the people, and you discus various methods about data collection of HRD needs, now this data collection related to HRD needs has to be done three levels, that is individual level, task level, and the organizational level, so in this session what we are going to discuss is that how do you go about assessing need at three different level that is individual level, organizational level and the task level, right.

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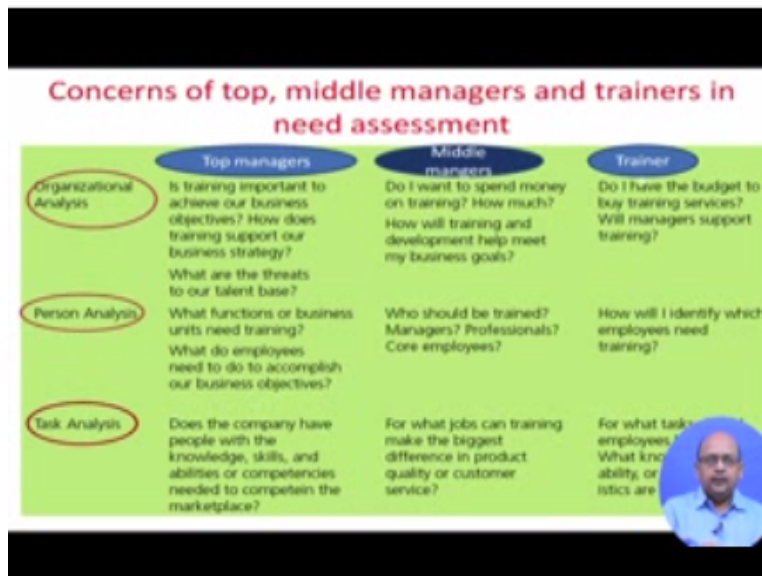

Level of Need Assessment

- Organization
  - *Where* is training needed and under what conditions?
- Task
  - *What* must be done to perform the job effectively?
- Person
  - *Who* should be trained and how?

So organizational level basically we are going to talk about that how we are going to see that the requirement of the organizational is met by the people in terms of having competencies and whether they would be able to meet the requirement of the organizational under certain conditions, now second is that we are going to talk about the task level, whether the people have the competencies to perform the job.

Effectively which there are doing right now okay and then finally we lookay at the third level, that is person level that is we have to see that have been able to do this, then you should be able to identify whether the person has the competency than their skills or not, in order to perform the job effectively now when we are talking about different levels of assessment we have to see that how do we go about collecting data and information, related to these three parts that organizational, task and person.

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Concerns of top, middle managers and trainers in need assessment

	Top managers	Middle managers	Trainer
Organizational Analysis	Is training important to achieve our business objectives? How does training support our business strategy? What are the threats to our talent base?	Do I want to spend money on training? How much? How will training and development help meet my business goals?	Do I have the budget to buy training services? Will managers support training?
Person Analysis	What functions or business units need training? What do employees need to do to accomplish our business objectives?	Who should be trained? Managers? Professionals? Core employees?	How will I identify which employees need training?
Task Analysis	Does the company have people with the knowledge, skills, and abilities or competencies needed to compete in the marketplace?	For what jobs can training make the biggest difference in product quality or customer service?	For what task employees What kno ability, or istics are

Now going to the first we have to see that what is the concern of the managers, specially at three different level, of managers when it comes to need assessment at three different levels that is organizational level, person level, and task level. Now if you look at the role of the HRD professionals or the trainer who is going to provide training okay, there are going to certain have certain concerns related to this one like to that budget is there are not whether is management is going to supportive or not, okay because ultimately to the responsibility of the trainers at the HRD system.

In the professionals to ensure that support in terms of resources infrastructure commitment, and as a support of top management is available, okay then another important concern of the trainers is that since they are involved in the process they have see that how what process are they going to identify in order to find out the needs of the people, and internal needs of the people. Now was they able to do it, they also need to identify specifically that okay what are the training needs of the employee specifically for the different type of things that they are going to do in terms of increasing the knowledge, or they have to increase their skills, or abilities or anything else okay.

Since training given into technical and non technical areas so they have to identify the training is to be given in which area right now the concern of middle managers is something different they want to ensure that the money spent on training is worth it, what I mean to say is that when there are going to conduct a training program whether it is in house or out or it has been an outsourcers

one thing that they have to understand that when they going to spent money in this programs whether this is going to meet, goals and objects of the business or not , okay.

And it is very important is what are the job are in training is most important, not that for all the job they are going to provide training, and who should be provided training whether it is to be senior managers, middle managers, junior managers, or other provisional is. So that is the concern of the middle managers, now the top management is concern is something different they have to see that how important training is for the business, and if it becomes more important provide it means the goals and objectives of the business.

If it is helping in achieving the business goals and objectives then that management is going to more supportive and committed to the cost of the business training because, now they now that okay this is going to help in some way to achieve the goals and objects because the people are trained they are going to perform better right. Now he is also concern about okay let us classify the kind of people the level of people, and the kind of trends needs that is going to be there.

And it is going to help us so they need to establish to direct link between the trainings and goals and objectives of the organization, okay and they also want to see that what is the gap, whether people with required knowledge and skill are available, or not and in the process all these three people at different levels to identify, okay requirement of the organization, requirement of the person, and the gap in the performance or whether the person had the needed knowledge based or not, that the task.

Now once we have looked into the concern of the top managers, middle and trainers what we need to look at this is that okay.

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The Needs Assessment Process (Knoe, 2010)
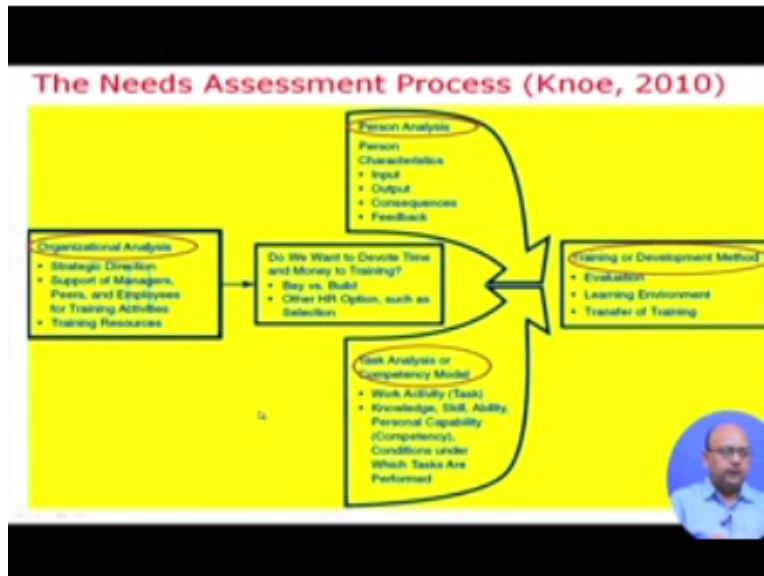
how do we go about it, see these the entire need assessment process first of all we go for organizational analyze , then person analyze then finally task analyze, and that is how once this three things are done then you would be able to training itself to the people. Organizational analyze is start with it, scanning environment looking at the strategic directions management support okay for the training and the resources, so in that terms you have to go for organizational analyze.

Similarly for person you have to say in term of what kind of inputs is going to provide what are the expected output, what is the consequences of that whether you are going to provide the feedback or not, similarly for task you want to see what are the things that he does whether he has the request knowledge skill or not so all this analyze basically help them to identify the training, requirement and then accordingly are going to decided about the kind of intervention and methods of either things that you are to plan not the training activities. Now we will discuss it one by one.
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Strategic/Organizational Analysis

- A broad, "systems" view is needed
- Need to identify:
  - Organizational goals
  - Organizational resources
  - Organizational climate
  - Environmental constraints

So we will start with strategic organizational analysis, I told you so this is going to provide in broad view of the need in terms of what organization wants, okay because after scanning the environment organizational in the position to find out what are the goal and objectives which they want to achieve within the given time frame and it order to achieve these goals and objectives, what kind of strategy is they have.

So this strategic analysis helps them to identify what all the things that's need to be done in a order to achieve the goals and objectives of the organizational and this provide the overview of the entire organizational in terms of what they want to do, and do they go about it, so once that is identified, what is to be done move to the next phase and in this area probably we are talk about certain things in term of climate resources goals and objectives.

When I am talking about in order to identify strategy goal or strategy analysis we have to see the what is the goals and strategy of the organization that is to achieved within the given time frame and in order to achieve the those goals and objectives what kind of resources is available and the culture and climate of the organization whether it is going to be supportive or not, and the most important thing is what kind of environment you are operating in, if you remember you are talked about environment circumstance.

Whether that is the kind of environment that is going to face because environment is going to provide a big challenge so environment is not supportive that I means to talk about here is external environment. In term of technology, economy, politics, society and culture, if these

factors are favorable probably the would facilitate in goal and perspective of the organization. So the analyzes is starts from identifying the constrain of the environment, which are either going to facilitate those factor they are going to facilitate the process.

So once you are able to identify the level of certain environment that is going to tell, the kind of constrain that you are going to face based on these constrains you are going to identify the goals and objectives of the organize right and then in order to support the goals and objectives, you need to identify the kind of resources that you need, and people area also the resource for that because they are going to help you to achieve the goals and objectives, and then you have to say with the environment internal working environment, in terms of supervisor, leadership, culture, with supportive or not.

So that is a part of what is called organizational environment, okay so as a part of the organizational analysis once we do it.

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Need for Strategic/ organizational Assessment

- Ties HRD programs to corporate or organizational goals
- Strengthens the link between profit and HRD actions
- Strengthens corporate support for HRD
- Makes HRD more of a revenue generator
  - Not a profit waster

We are able to proceed for that and see how it is going to done, now once we are able to complete this part then we move to see that in what way the HRD program are helping and achieving the goals and objective of the organizational, now the idea is the suppose the organization is going forward particular strategy okay, so they want to go for a new product right if they want to go for a new product

In the market they want certain feature in the product which they already have, now worth the objective to go for the this kind of strategy is to see that they able to capture more market or they going to increase the revenue, profit or market share so these goals and objectives they proceeds further they have to see that what are the resources that is available that and that is where the role of the HRD comes into the picture.

Because you have to think people are the resource and when you are saying that people is the resource so you have to see that whether people have the needed competency okay and if they don't have then you can plan for the intervention related to innovation, gratify, right product development, so that people develop those competency which would require to go for a new product development right and that is how you are going to tie and link HRD programs to cooperate goals and objectives.

Now was able to do it, you have to see that how HRD is going to help you to achieve these goals and objectives , so once you are going to make sure that people had that competencies into smaller skill and behavior which is going to help them to facilitate new product development

then you would be able to established a better link between how HRD is going to help in achieving goals and objectives which is going to generate more profit or better business for the organization, right and if you are able to proof that probably to get a better support from the top management.

If you remember in the beginning we talked about the kind of support that we required to for HRD activities you defiantly need support and commitment from the top management provided you are able to convince the top management about the utility of the HRD program and what way it is going to help the business to achieve its objectives, right so I idea is that you have to think of HRD investments are a revenue generator not a profit because in most cases HRD department are coincided as splinter of the revenue not a revenue generator.

So if you are able to convince the top management that HRD is going to be a revenue generator not a waste of the profit, probably you get a better support okay for conducting these kind of program which is going to help the organizational to achieve goals and objectives of the business.

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Sources of Strategic/Organizational Information

- Mission statement
- HRM inventory
- Skills inventory
- Quality of Working Life indicators
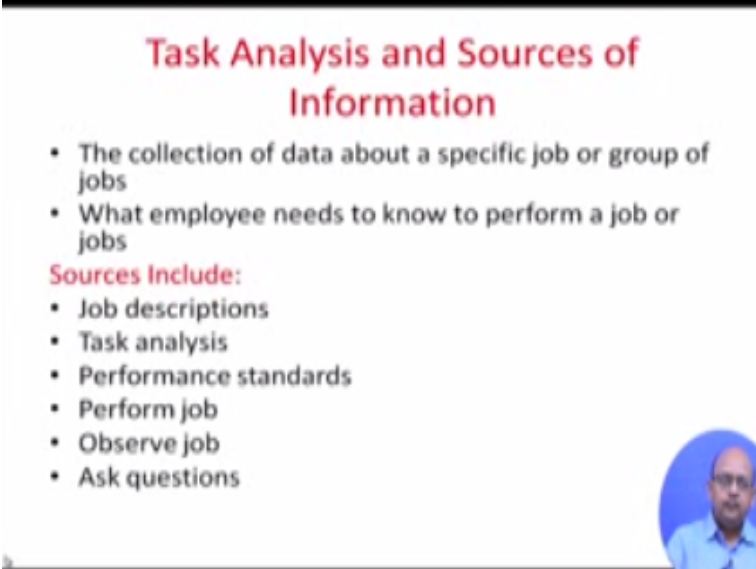- Efficiency indexes
- System changes
- Exit interviews

Now how do you get the data about this so you data comes from the machine statement because the machine tells you what are the specific things that we want to achieve actually all extracts the original statement so mission statement you want or where you want to go what we want that could be reflect to a original statements so once original statement is clear then you move to the next stage that is business statement where specifically you say that what are the things you want to have right.

So once mission statement is made then we have to proceed that in what way HR inventory is going to help you, inventory means that the quality and quantity of the people that you would have the quality and quantity of the people which would required in order to achieve the goals and objectives that is stated in the mission statement right, so HRM inventory can help you in terms of what you call the knowledge and skills inventory quality of working life that people because it is going to support the system and what is the efficiency indexes in terms of cost , quantity.

Product all kind of efficiency index can be created because that gives an idea your efficiency level, and where you are and where you want to go so that data related to this could be obtain in order to get for the efficiency that how this kind of analyze is going to help you to find out what the requirement of the organizational need competencies, right and what kind of changes you want to bring the system you are moving from stage to other stage.

So in order to bring about the change in the system whether people had those competencies or not so that they able to bring in change in the system and another important thing that those people are relieving the organization they also provide the feedback because they can who provide the valuable input to about the organization so there could be various sources of the information to go for organizational analyses.

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Now we are moving to another important activity for need assessment and that is task analysis now task analysis is basically is what you want to identify the different kind of activities that people are going to do , so we are moving to task analysis and now if you looked at it, basically you need data about the specify job , or group of job that people are performing, so that the data about task and responsibilities comes from it could be difference sources.

And the most source is job description because job description is basically gives you data about the duties task and responsibility Which a person is suppose to perform in a given job right, so once job description is clear you will be position to identify what are all the duty and responsible that the person is suppose to do and what kind of performance level you expect from them and whether it is able to do it or not so if you look at the various sources the most important sources I told you is job description because it is nothing but it consist of task, duties, and responsibility , and the kind of knowledge and skill that is required for the find this job, right.

Job description is one source and other sources how the task is being done by the individual what are the process which people do or perform in order to do their job effectively and the third one for each of the task what is the performance level that person is suppose to achieve right so you have data about task , duties and responsibilities the process and way it done and the whether he is clear about the job description the duties and responsibilities or not so that actually is done when you are going for task analysis, right.

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And you can ask different question if they are not clear that okay how do you that whether you met in targets or not, what are the problems you are facing and doing it whether better way for doing it or not, so you can ask lot of question, to clarify your doubts related to job the task and way to distribute that right, so this is related to task analysis, and task performance.

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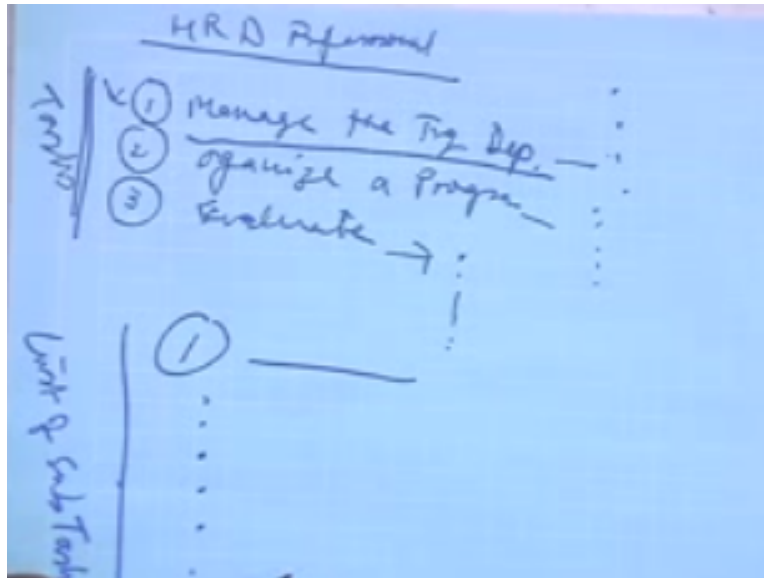
If you look at the job of the HRD professional, so how the HRD professional is what managing the training system, training department, organize the program, evaluate the program, so there are going in different task right related today, so each of the task you have to identify what are the different subtask so managing the training department that can be number of task, similarly if you are going to be organize the program the difference is that, in order to evaluate the training program, also you are going to do different kind of task right I am giving one example.

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Person Analysis

- Determines training needs for specific individuals
- Based on many sources of data
- Summary Analysis
  - Determine overall success of the individual
- Diagnostic Analysis
  - Discover reasons for performance

Now moving for the and the third phase is what we call is the person analysis in the person analysis what we going to do their going to see the person has the a to z knowledge and skill base or not, what I am going to say here is that I am going for person analysis is whether there is a gap between the knowledge and skill base okay.

And that is expected from him and what he has because training needs of each individual can be specific and be very different and that you have to identify based n several sources for example you can go for observation you an at performance records so this is going to provide the data about the performance level and the individual and the expected perform level.

So based on those analysis you are in the position to say where the person has that or not okay that is going to tell you whether you are going to achieve the expected performance level or not so you are going to see once you able to identify the gap in the performance what could be the reason why this level of performance is or the expected level of performance is not achieved they could be not achieved, there is could be different reason, not necessary that is lacking knowledge and skill base, may be that is not motivated enough may be that he is not interested. He does not find the job challenging.

There could be different factors because of the gap in the performance, so not necessary that you are going to provide the training and that is why once you decide that was yes training the solution you have to see whether there is a gap in the competencies which needs to based in order to see that the person's performance upto the expected level or not. And for that you go for

identifying the reason for performance and this reason for bad performance could be attributed to a number of factors.

It could be attributed to the individual's knowledge and skill base, it could be supported to the resource and support that is getting from the organization. It could be attributed the supervisor whom that were supportive, so there could be number of factors which either facilitate or in the effective performance. So it is must when you are going for personal analysis to identify what is the reason for good or bad performance.

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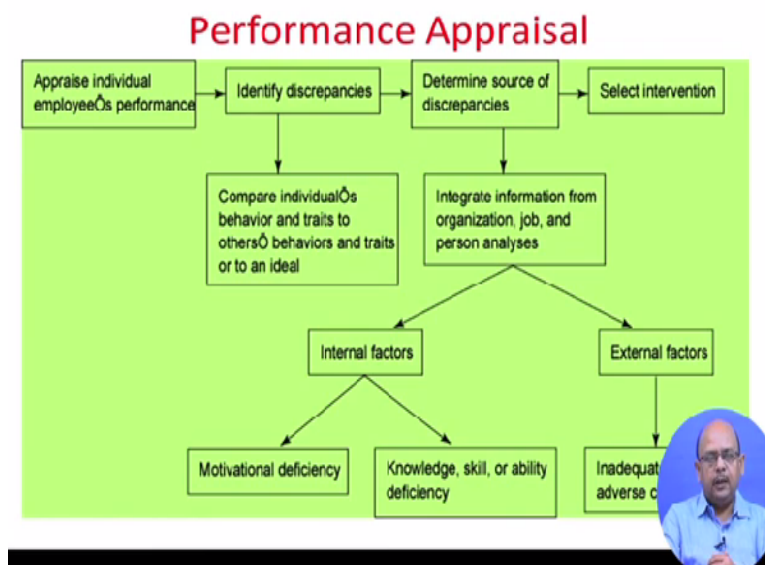
Now if you look at this it would be clear to you, because one way to look at in the performance comes from the performance appraisal, because performance appraisal basically gives you the data about the discrepancy in the performance that is expected performance and ideal performance. And then you identify are analyzed performance in order to see that what is the bases, whether it is related to internal factors or external factors, whether it is related to motivational interest knowledge in a skill base or whether it is a way to support from the system supervisor another factors.

So watch this kind of analysis is complete and you are able to identify that it is attributed to internal factors and accordingly you are going to plan the intervention. Because once you are able to identify the need of the people only then you more precede a move further and proceed about conducting the program.

And if it is attributed to external factors then you have to go for some kind of interventions and ensure that resource, support, commitment, and facilities are available for him to perform the job well. So this three kind of analysis is done in order to ensure that you are able to identify the training needs of the people.

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Performance Diagnostic Matrix for Enabling Question (Swanson, 1996)

PERFORMANCE VARIABLES ↓	Organization Level	Process Level	Individual Level
Mission/ Goal	Does the organization mission/goal fit the reality of the economic, political, and cultural forces?	Do the process goals enable the organization to meet organization and individual missions/goals?	Are the professional and personal mission/goals of individuals congruent with the organization's?
System Design	Does the organization system provide structure and policies supporting the desired performance?	Are processes designed in such a way to work as a system?	Does the individual face obstacles that impede their job performance?
Capacity	Does the organization have the leadership, capital, and infrastructure to achieve its mission/goals?	Does the process have the capacity to perform (quantity, quality, and timeliness)?	Does the individual have the mental, physical, and emotional capacity to perform?
Motivation	Does the policies, culture, and reward systems support the desired performance?	Does the process provide the information and human factors required to maintain it?	Does the individual want to perform no matter what?
Expertise	Does the organization establish & maintain selection & training polices and resources?	Does the process of developing expertise meet the changing demands of changing processes?	Does the individual have the knowledge, skills, and experience to perform?

If you look at it, how do it go about, what I am trying to do here is I am going to combine both the strategic analysis. That we have to do a different levels and then we also need to see that how we are going to look at it at different level that is organization level or the personal level or the individual level that is asked processes level and the individual level and if you have different kind of variables, so you have to see that whether the goals and objectives within the system.

The structure, culture, climate and resources of the capacity of the people whether the motivation of the expertise, because these are the factors which are going to contribute to the performance of the organization. Now if you are going to relate these factors with different level of variables organization. So you have to see whether the goals and objectives are the mission actually has been made after doing a thorough analysis of the environment or not because if your strategy goals and objectives has not emanated from what you call the environment probably you are not going to be successful and whether the system and structure that you have a supportive the nature or not.

Because these are the organization level where are the culture, the leadership factors, these are very, very important the infrastructure support, because they are going to provide support to the people to perform well then you have to see that you have the right kind of people and that depends upon you selection process. So you have to see that you are going to select competent people for the job then looking to the processes how the things have been identified in terms of goals and strategies.

And whether these processes have been established as a system which is going to help or support whether these processes had the capacity to perform or not in terms of quality, quantity and these kind of things, because if it is not then probably you will not be able to achieve the performance or goals.

Similarly if you look at the individual level whether the people are familiar with this or no and whether the goals or objectives of the individual groups and organizations are congruent with each other or not and whether individual goals are contributed into the organizational goals or not. What kind of obstructive they are facing in order to perform the job effectively whether they have the support system or not. Whether they are physical or mental all kind of abilities are available with them or not.

And whether they are really interested in motivated to learn and perform better or not. So these are the questions that need to be asked in order to see that you are able to do this analysis in a better way to identify and this is the needs of the people in the organization.

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Gap Analysis

The difference or "gap" between the current state and the desired is determined using what is called a *gap analysis*. When the tasks and functions have been identified and the current level of knowledge has been determined, the gaps can be identified.

1. Need gaps—deficiencies in skills, knowledge, and attitudes needed by employees to carry out their assignments and duties.
2. Performance gaps—deficiencies in the way the organization manages performance, designs jobs, or reinforces and rewards performance.
3. Management gaps—deviancies in the way employees are managed and motivated within the organization.
4. Organizational gaps—deficiencies in the way the organization is conceived, designed, and managed.

Now the basic objective of this need assessment is what to identify the gap in the performance of the people because if you are able to identify the gap and the need of the people and that is what we call the gap analysis. So basically the gap analysis tells you the difference between your current state and the desired state of performance.

So what you need to see that you are able to do these analysis integrating or individual group and organization analysis at different levels to identify the gap of the people. And the gap could of different kinds. It could be in terms of deficiency in this skill and knowledge base, it could be deficiency in the actually the way organization is being managed in terms of systems, structure and processes it could be in terms of management how they are going to train people in the organization and also.

How the organization is designed in terms of structure and other things and managed so that gap could be a different levels or could be related to internal or external factors right. So accordingly you decide what kind of gaps have been identified whether there is a gap in the knowledge and skill base with that external factors which are attributed to bad performance whether there is a factors relate to organization and support system whether there is a factors relate to culture and leadership.

So this will help you to identify the gap at different types. And once this gap analysis is done it means you would be able to identify what kind of requirements people have that needs to be. So once this gap is identified based on these analysis you will be able to identify who are the people

who needs training similarly you will also be identified what kind of training would be required at different levels and what are the reason for this gap and that is the basic objective of this gap analysis thank you very much.