

Training and Development
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Module - 03
Lecture - 11
Concept and Importance of Training Need Assessment

Welcome to lecture 11 and this is the first lecture in module 3. In previous modules, I would have discussed about strategic training and other aspect of the training. From this module, we are going to focus on Training Need Assessment, which is one of the precursors for what type of a training to be done, who needs training, what is the content of the training, how the deliverable is going to happen all of the training company is going to be driven from the need assessments.

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So, today's lecture we will be discussing primarily on understanding the concept of need assessment and also, we will also learn what why the need assessment is important when you are learning a training and development ok.

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Introduction

In organizational management, planning plays vital role. Being a part of management function, planning helps to manage design employees' training effectively. There are two parts of planning for training.

- > Training need assessment, and
- > Planning of Training.

Here we will discuss about Training Need Assessment.

So, let us understand what why we are talking about need assessment. In any organizational setup, the planning becomes one of the important roles and similar is the case when we are talking about training of course, planning the training is important. So, that we will be able to effectively design a training programme and also deliver an effective training programme to the employees.

There are two parts of planning in the training programme. So, what was that one is about very importantly; yes, training need assessment. Unless otherwise, I do not find out what is the need for a training you cannot unilaterally decide ok. I am going to conduct some training programme and offer training programme on this particular concept or a particular tool or particular technique it may be useful, it may not be useful some set of employees might require some set of employees does not require at all.

Then what are we essentially doing we are exploiting the resources of an organizations or probably we are also under utilizing the resources for an effective management of an organization. So, training need assessment is one of the planning and the next one is. Yes, of course, planning of the training itself, that we will be seeing in the next module, but now we are primarily going to focus on training need assessment ok.

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Concept of Training Need Assessment

Training need assessment is a process that identifies the present level of knowledge, skill, and competency and compares it with the required or established levels within an organization.

- TNA seeks to identify accurately the levels of the present situation in the target surveys, interview, observation, secondary data and/or workshop.
- The gap between the present status and desired status may indicate problems that in turn can be translated into a training need.

So, now let us understand what is this training need assessment. Training need assessment is essentially a process that identifies what is the current level of knowledge, skills and competency of my employees performing a particular role. Let us say, A is a set of tasks let me put i j k are my employees. So, they are performing this particular role. Now, I need to compare what are the knowledge, skill and competencies of my employees who are performing this particular task.

And when I was comparing this knowledge against the required skill set. So, x, i, j, k are my employees they are having some skill let us say 1, 2, 3. 3, these are their knowledge skill or competency level. Now, I am just comparing against the requirement for performing this role. So, for example, A is a job this role you know carry out this task A, I need some set of tasks to be you know skill set, knowledge and competency required let me call it X, Y and Z.

So, these are these skills set, I required now I am trying to compare through the training need assessment to see whether these employees were assigned to perform this particular task A are they having the required knowledge skill competency vice a verse what they currently have. So, when we do this. So, we are trying to you know identify accurate level of present situation.

So, we are trying to understand, what is the current level of my employee's knowledge, skills and ability to perform a particular task either through a survey or we do a you know interview or observations we have supervisors, when every role they will be

closely observing how my employees are able to perform the particular job or a task and also through secondary data are conducting workshop through that I will be able identify the exact current level of the situations ok.

And then, now I will be understanding the gap between the present status as I say yes present status is this, this is what I required at a desired a skill or knowledge or a technical capability of my employees who are going to be assigned to perform this particular task. I am going to compare against the desired level of knowledge verses what is the current positions ok.

Then if you find out is there a gap between this current existing level of knowledge, skill or ability or a competency which is not mapping or meeting the desired state then there is a gap. That gap is eventually what is becoming the gap is translated into a training need. When there is a gap which are between the desired set verses the current set that the gap is becoming a need. So, you need to fill that gap by providing the training programmes, that is how you know the training need assessment plays a critical role.

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Training Need Assessment

A needs assessment is the process of identifying the "gap" between performance required and current performance. When a difference exists, it explores the causes and reasons for the gap and methods for closing or eliminating the gap. A complete needs assessment also considers the consequences for ignoring the gaps.

Training Needs = Desired Capability - Current Capability of Employees

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So, as we say of course, the training need assessment in two perspectives. One is about identifying the gap another is identifying the potential opportunities also training need assessment not only going to talk about all the time compare with the existing and what is the desired state and also now you look at the disruptions or a kind of technological development happening or a rapid growth of an industry or the pace at which the

industry is growing or the technology is changing or how we carrying out the job is keep changing, it is evolving time to time and its very rapid.

Now, given that perspective. Yes, organization should look at the training need assessment in two way one is about of course, identifying the gap. So, what is the current state versus the you know performance required and also, we also look at the potential opportunities which are coming up maybe some technology which are coming up IOT we are talking about artificial intelligence we are talking about block chain all these concepts are growing.

Maybe few years ago, people would have felt like how does it going to be relevant for us now it has become a part of larger organization set up. So, that is why training need assessment should also assess on the gap as well as the potential opportunities when especially when you do a you know comparison then you will be able identify a gap.

So, this gap will be essentially focusing on. So, desired capability versus the current capability; is there a difference or is it you know meeting it. So, the idea is that you know; yes, by identifying this gap if there is a gap, we need to find out what are the causes and reasons for the particular gap for example, let us say x minus y we say there is z is a gap.

Now, I need to find out what are the reasons and causes that resulting in this particular gap. So, that we will be able to eliminate the gap. So, elimination of the gap is come through what by providing the targeted training or a specific training ok; specific or a targeted training. Let us say z is the need this is the reason or a gap which are reason for the gap then you have to conduct training to improve on the z ok.

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Purpose of TNA

To identify dissatisfaction with the current situation and desire for change as similarities among the requests. Each request implies that a gap or discrepancy exists between what is and what could be or should be. A learning or performance gap between the current and desired condition is called a 'need.'

TNA aims at the following situations.

- ❖ Solving a current problem ✓
- ❖ Avoiding a past or current problem
- ❖ Creating or taking advantage of a future opportunity
- ❖ Providing learning, development or growth

So, now what is the purpose of identifying purpose of this training need assessment. So, identify the dissatisfaction or any deficiency in the current performance and also desire for a change among the some of the request which are purpose for training need assessment.

Because in the moment you say there is a dissatisfaction this is there a deficiency there is a complaint which are frequently coming out from particular set of job; then it implies yes there is a gap or there is a discrepancy exist between what is required and what should be there, right.

For example, in an organizational setup we continue to get some complaints from a particular process then what it is indicating; is this complaint becoming very systematic in nature, when it will become systematic in nature yes there is something which is happening, which are may be attributed towards the absence of the ability or probably what is been provided is not adequate enough.

So, that implies itself that; yes, there is a discrepancy existing. So, it also provides a learning or a performance gap between a current and a desired conditions that becomes a need ok. So, the gap between the current and desired condition is called a need for a training purpose.

So, training need assessment aims on the following solutions; solving a current problem. Yes, a training need assessment try to come up with the identifying a need. So, that you know it can be addressed which addressing the current problem.

Or potentially trying to avoid past or a current problem through improving the skill, level of an employee or a capacity capability of their employee and creating and taking advantage of a future opportunity. As I was already saying, yes, it is not only about assessing the past or the deficiency it is also looking at what is the future opportunity we have maybe if you are a pioneer in coming up with the new technology or a tool then you can train your employees.

So, you take the advantage. You will be the market leader in the particular tool or a technology because you are looking at the future opportunity and providing learning and development growth is also one of the purposes of conducting this training need assessment ok.

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TNA Purpose

Another purpose is to tie the performance deficiency to a working need and be sure the benefits of conducting the training are greater than the problems being caused by the performance deficiency.

Conduct two types of analysis to answer this question:

- (1) needs versus wants analysis and
- (2) feasibility analysis.

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Now, so as we are you know looking at you know we are trying to see the purpose of training assessment through a you know to tie the performance deficiency to a working need we as I said. Yes, there is a gap between the current state in the desired state then there is a need and through this training assessment we are trying to identify the gap and try to address it.

So, through when there is a problem performance deficiency, we are identifying yes there is a need for it. So, how do we conduct you know analysis. There are two types of analysis we can do one is about need versus want, what do you need and against what you want and also, we will also look at the feasibility analysis through this way we will

be able to answer this question of you know analysis what type of a training need analysis I need to carry out. So, that I will be able to identify the need for my training programmes.

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Purpose of TNA

It is carried out on a particular segment of employees or people to learn about as much as possible about those involved with deficiency and how to customize a training programme to capture their interest and gap.

D=TI

So, it is also carried out on a particular segment of employees; it may be in a larger level generally you can do or otherwise also particular set of employees or group of people to learn more about as much as possible that those are involved in this deficiency with, we are referring to; yes, which section of the employees having this deficiency in their performance.

So, that we will have a better knowledge to customize a training programme to capture or address the deficiency. So, when we find an efficiency D and you should have a targeted approach through your training T, I am referring to a training ok. So, that is how that is why the purpose of training need assessments comes into picture ok.

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Level of TNA

❖ **Organizational assessment**

It evaluates the level of organizational performance. An assessment of this type will determine what skills, knowledge, and abilities an agency needs. It determines what is required to alleviate the problems and weaknesses of the agency as well as to enhance strengths and competencies.

Organizational assessment takes into consideration various additional factors, including changing demographics, political trends, technology, and the economy.

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 - "GAP" with an arrow pointing to the underlined text "what skills, knowledge, and abilities an agency needs".
 - "Fill" with an arrow pointing to the underlined text "what is required to alleviate the problems and weaknesses of the agency...".
 - "Opportunity" with an arrow pointing to the underlined text "enhance strengths and competencies".

Now, what level of training need assessment you do. So, we have to do at a different level one is about organization level, we will also do at you know job level and then we also do it in an individual level let us see what do we do on the organization level. It evaluates levels of an organizational perform as an organization; how do you perform ok. So, this will determine what skill or knowledge or abilities and agency need agency we are referring to an organization or a company ok.

So, you have to understand what is the performance, current state of a performance of a company, I am not talking about an individual set of employees we are talking about an overall performance of the company and for an organization what are the specific knowledge skill and a abilities you need; so that you will be able to continue to grow or you will be able to perform better than what you were already and it determines to what is required to alleviate the problem or a weaknesses of a company as well as to enhance the strength and competency.

So, the training need assessment when you do the organizational assessment, we are trying to look at ok. So, is there a problem let us say the problem we are trying to gap if there is a gap fill this gap through this training need assessment and also as we said you know future opportunity tap the opportunity by providing training forecasting the what is the future going to be.

So, that we can also enhance our existing strength and competencies. So, organization can benefit through this. So, organizational assessment when you do what are that

consideration takes into you know it takes into including the changing demographics for example, look at the number of people who were employed in various age category or look at the number of you know women employees coming into your organization.

So, how do you design your training programme or sensitivity training form my employee. So, that they are sensitive towards a different section of the employees needs maybe to a given example you know western country where you know if you take USA as an example, where you see baby boomers, baby boomers are the one who are at the verge of superannuating or retiring.

So, the older population proportion is large in an organization set up or when you see that in a same organization you will find different generation of employees are working gen x, gen y and gen z we are talking about. And baby boomers and we have this how we are going to provide a training. So, that all these different generations also work in tandem for an effective performance in organizations.

Now, you should also understand what is the political trend training technology and the economy into the perspective. So, let us say technology is evolving growing new tools and techniques are coming up, when you do you have to considerate all that. So, that you will be able to either address the gap or that tap the opportunity ok.

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Level of TNA

- ❖ **Occupational assessment**
It examines the skills, knowledge, and abilities required for affected occupational groups. Occupational assessment identifies how, and which occupational discrepancies or gaps exist, potentially introduced by the new direction of an agency. It also examines new ways to do work that can eliminate the discrepancies or gaps.
- ❖ **Individual assessment**
It analyzes how well an individual employee is doing a job and determines the individual's capacity to do new or different work. Individual assessment provides information on which employees need training and what kind.

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So, now comes occupational assessment as I said you know job assessment. So, now, it examines skills knowledge required for an affected organization. What do we say, why do we say affected organization group where we are referring to deficiency which section of the employees who are deficient in terms of their performance where they are not able to meet the desired or expected performance.

So, the occupational assessment identifies how and which occupational discrepancies gap exist, where does which part of the performance is there a gap, where is the deficiency actually existing.

For example, let us say you start here and then you will end here. So, now, I need to understand when I do which section maybe process 1, process 2, process 3, process 4. So, the let us say it is all process ok. Now, my training need assessment has to identify does the training deficiency comes into this process or which section of it. So, that you would be able to know and provide better training programme to address the specific discrepancy arising out of it.

So, that you know it can eliminate any discrepancy or a gap in the deficiency which we are observing in an occupation. Now, comes individual assessment. Yes, I said a you know broader level organization on I have say done next, I have come to an occupational assessment now having done the occupational assessment I am getting into the individual level.

So, now, I am coming to each employee as such it analyze how well an individual employee is doing the particular job and determines whether that person's capacity to do a new or a different work ok. So, this also provides information on employees what type of a training need needs what kind of a training what is the need of a training all that will be provided when you do an individual level assessment.

So, what is the current capacity of the individual, what does his or her capacity to do a new task which will be provided to he or she. So, then it will tell us OK, what type of a training need is to be provided to those employees ok.

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Importance of TNA

Importance of training need assessment are as follows:

- ❖ Identify knowledge gap ✓
- ❖ Good use of training resources
- ❖ Avoid wasting time on irrelevant contents
- ❖ Review of current and past training
- ❖ Helps to prioritize training needs
- ❖ Communicating the results to higher management.

Now, what is the importance of this training need assessment? Because it helps to identify the knowledge gap which is the current against the desired and also good use of training resources, it will help us to see how do we use the training resource we are talking about material or a tool how do we use the training resources and it also helps on avoiding wasting time on irrelevant contents.

For example, I have identified X Y Z, these are my deficiency now let us say the training which are scheduled which is focused on let us say A B X Y Z, if I provide a training programme on all this, but this is what I require, but my training content is this what are we doing; essentially, we are wasting time in covering this A and B, which is not required. So, training need assessment will help me to say come on you do not need this because these are my needs.

So, let us focus only on X Y Z. Similarly, it will also help in review a current and past training. Let us look at what was the previous training provided, what is the effective of the training problem, how effective it is helping in employee improve their performance on the deficiencies we identified and it also helps to prioritize the training need. So, you will be identifying several trainings needs out of this training need you need to prioritize, how do you prioritize.

You know, the causes of deficiency now on this causes you will list down 1 2 3 on a priority which is having a larger impact on the performance, then you need to focus training on the highest priority. So, it will help you to identify ok, which training to be

provided to what when do you start which has to be essentially provided which can actually you know may be done or hold for some more time. So, this also helps in prioritizing the training needs.

And it will also be communicating the results to the higher management. Yes, it will say ok, we have done a training need assessment we are identifying there is a potential opportunity and there is also an efficiency ok.

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Importance of TNA

- ❖ **Identify knowledge gap**
It is the fact that it can help identifying any knowledge gaps of the employees to take up as potential problems and tackle it head-on rather becoming aware of the skill gap.
- ❖ **Good use of training resources**
Training need analysis will help to who is need to what kind of training

Now, so how do you identify the knowledge gap? So, because when we conduct this training need assessment we are looking at against the current versus the desired state and we also help us to you know employees to take up as a potential problem and tackle it head on rather than becoming aware of the skill gap. So, we are interested in feeling in not only becoming aware, but we are interested in addressing the problem.

And as I have already said, yes, how do you use the training resources I will help identifying who is needing what type of a training programme because somebody may be needing a training on how to use the tool somebody may be needing a training on conversational skills on interpersonal skill. So, you need to identify what type of you know training resources can be used for targeting the specific training need.

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Advantages of TNA

The advantages of Training needs assessment are as follows

- ❖ It helps it to determine the employees who need training through performance evaluations, self-assessments, focus groups, customer feedback, etc. Identifying employees who require training helps to meet their learning needs and assist in their professional growth.
- ❖ It helps to identify performance gaps. It encourages both existing and new employees to take competency assessments to know the need for training and the areas which should be targeted.

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 - Text: 1000 / day
 - Text: 700 / day
 - Text: 20%

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And, what are the advantages of training need assessment. It helps to determine employees who need training through performance evaluations. Is specifically, if you look at this training need assessment is going to tell me let us say this is an organization, I do not need to do training programme for everybody in an organization.

Because it is going to cause me huge, do I really need to provide. No, I am going to provide through this training I will be identifying maybe subsection of my organization then I will identify ok. I think this subsection requires a training.

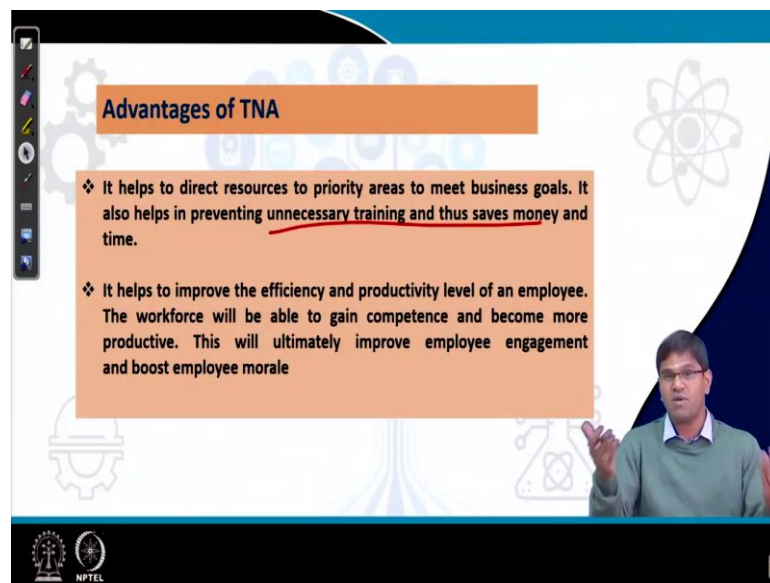
So, this training need assessment determines the employees who need training through either through performance as an evaluation or a self-assessment or through conducting a focus group discussion or customer feedback etcetera which will identify who requires training to helps to improve their learning and also their professional growth.

So, training need assessment saves an organization, the larger cost or may be unnecessarily spending on a training programme which are not relevant it helps to identify the performance gap.

As I said, yes, it is objectively seeing what is the current state of my performance and what I am looking at it. For example, let us say I want my particular production flow raise to one to produce 1000 units a day per day whereas, I am seeing there is 700 units only they are producing.

Now, the gap is what 300. So, through this training need assessment I am training identifying. Yes, 300 is short of the target. What is the reason, what is the causes through this I am able to identifying the performance gap it encourages both existing a new employee to take competency assessment. So, that then you need for training can be identified and areas which need attention also is identified through this training need assessment ok.

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Advantages of TNA

- ❖ It helps to direct resources to priority areas to meet business goals. It also helps in preventing unnecessary training and thus saves money and time.
- ❖ It helps to improve the efficiency and productivity level of an employee. The workforce will be able to gain competence and become more productive. This will ultimately improve employee engagement and boost employee morale

And it also help to direct resources to priority areas to meet business goals. As I said, yes, there are priority areas based on that you know you will be able to direct the resources you do not need to as per the priority you will be able to spend resources for those needs rather than the other one which are not though it is important, but it can be go on a later point in time.

So, it helps in you know preventing unnecessary training and it saves lot of money and resources and time of both an organization also employee and another thing it helps to improve the efficiency productivity of level of an employee because the outcome of a training need assessment itself is scheduling a training programme conducting a training programme what is it going to do it is going to improve the efficiency and productivity level of an employee.

So, the work force also will be able to gain competency, let us say I am an employee I through training need assessment my organization identified that yes, these are the

efficiency and they are giving a targeted training programme through which I am going to develop my competency my knowledge or skill level is going to improve and I will become more productive.

So, this will also improve employee engagement means very active spending you know concentrating more on my job and it will also improve my moral because my company help me to improve upon my knowledge and skills ok.

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Advantages of TNA

- ❖ It helps to improve the quality of services. The training helps to meet the desired goals
- ❖ It helps to train the right employee for the right job with the right approach
- ❖ It helps to collect qualitative and quantitative data
- ❖ It helps to prioritizes training needs so that employees can become innovative, efficient and innovative in their jobs. **ROI**
- ❖ It helps to achieve a higher return on investment
- ❖ It provides an opportunity for learning and development through proper training

Then it also improve the quality of a service because as I said yes, training always helps to meet the desired goals and helps to train the right employees for the right job we know that yes, some skill gap is there that is why training need assessment been done and I am providing a specific training. So, that you improve upon and you act on your job very well.

And it also help collecting qualitative and quantitative data, it stored as a repository to you will revisit as an organization to see what type of assessment we have done and as I said yes of course, it is going to help you to prioritize the training need.

So, that employees become more innovative efficient and it becomes reflect through their creativity in their job. And helps in achieve higher return on investment finally, companies are interested in ROI, I am expecting what could be the return the against the investment which I may making.

For example, I am investing X amount, I always expect X the 2 X or more than what I invest. So, organizations can achieve more return on investment through training programmes and it of course, it provides an opportunity for learning and development through a proper training programme ok.

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Disadvantages of TNA

- ❖ Training assessment is a time-consuming process. Developing surveys and assessments and completing them will take lots of time and effort that can be spent on other important matters.
- ❖ The training in itself is also considered time-consuming as it will be conducted during office hours that will waste a good chunk of the employee's working hour.

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Gap is Need Oppor
5 Days to do I
1600 hrs Approx

Now, let us also look at fairly look at what are the disadvantages of doing this training need assessments. See, one is about yes, this assessment is a time-consuming process because you need to develop survey assessment maybe somebody have to observe the current performance somebody has to develop a benchmark against a desired performance because we are always looking at the gap right gap becomes a need and also the opportunity.

So, when we are talking about gaps and opportunity as a need then you are spending lot of time in developing a survey or conducting a focus group discussion or a proper assessment or observations you can talk about any method of training need assessment it is going to take a lot of time and it is it also requires lot of effort on this matter.

So, it is a time consuming, but of course, it is beneficial in a long run, but if you look at the disadvantages. Yes, it is time-consuming maybe let us say the process itself is going to stay for a very brief time and we do you know training need assessment or then it is a time-consuming process it is going to cost you the money for you as well as for an organization.

Then training in itself conducting training programme itself is a time-consuming as you know it will be conducted during the office hours. So, many man hours will be spent on the training programme for each employee it will look like you know you are putting your time for those many numbers of days; let us imagine 5 days is your training programme ok.

So, what you will feel as an individual employee you will feel that, yes, I am spending my 5 days, but imagine for the training programme there are 40 employees. So, 40 employees attending 5-day training programmes. So, meaning that each employee is spending 40 hours on a training programme, then 40 is almost 1600 hours man hours are being spent on a training programme.

So, if you look at this volume is large. So, training itself is time consuming unless otherwise it is going to be highly productive it is. So, demanding it is necessary then it is going to be a disadvantage ok.

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Disadvantages of TNA

- ❖ Training assessment is very expensive. It might require multiple sessions and this will prove expensive for the organization and if it hires the third party for conducting assessments even then it will prove costly.
- ❖ By the time a training assessment is completed, the business needs might change and in that case, it will not prove effective

Yeah, then training assessment is very expensive. In the sense, we have to develop a tool we have to develop an assessment framework and also, we need trained people who can conduct this assessment.

So, it requires multiple sessions it will prove to be expensive for an organization either because most of the time organization may not have adequate resource internally, I refer

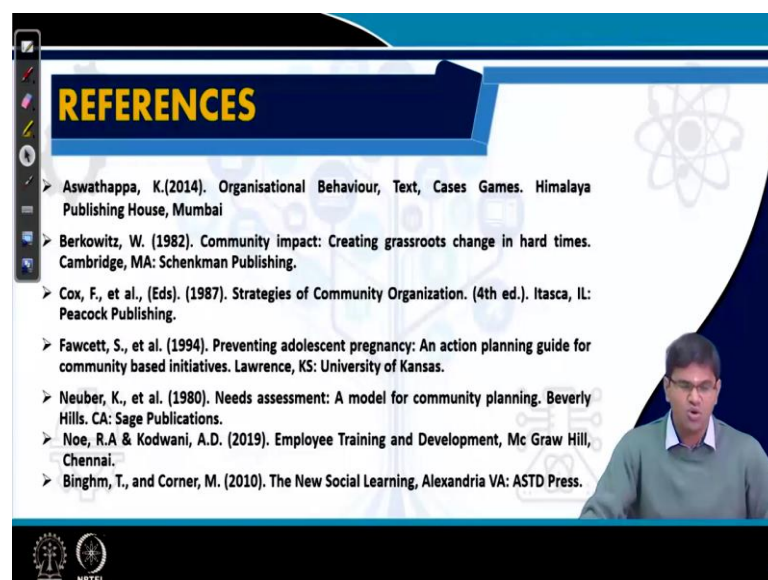
to if you have trained people within your organization yes fine fair enough you can use them because you are already hired them and paying them, but in case if you do not have sufficient capacity within your organization you will have to hire an expert or consultancy organization and they are going to charge you more right.

So, that will be expensive process and by the time you complete the training as I said you know it is a time-consuming process; you might feel that become redundant that particular assessment what you did become redundant.

Because, things have changed as I was saying maybe you are doing a training assessment for a tool Y and by the time you complete the deficiency and this Y process become redundant maybe you know you are no more producing the particular product, you are no more going to use the tool then the all your effort is become of no use.

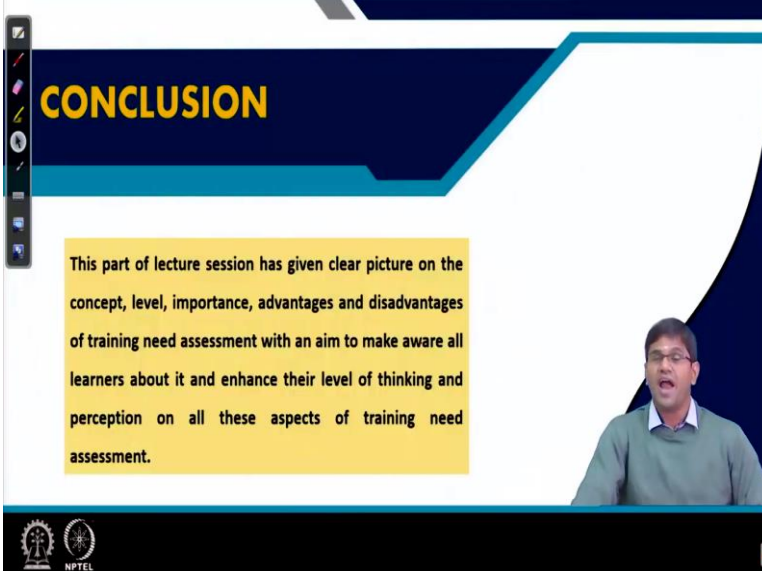
So, that is why these are the some of the disadvantage. Though, we are talking about disadvantages, but it is also important unless otherwise you are not designing a training which are based on a need or which are based on a want of an organization than primarily all your resources will be of no use or rather you will direct or spend your resource all which are not useful exercise of this conducting the training programme ok.

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So, these are the references.

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CONCLUSION

This part of lecture session has given clear picture on the concept, level, importance, advantages and disadvantages of training need assessment with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of training need assessment.

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And today, we discussed about the concept and the purpose of the training need assessment. We will be discussing in more detail about how to conduct the training need assessment, what are the techniques and tools in the subsequent lectures ok.

Thank you.