Training and Development
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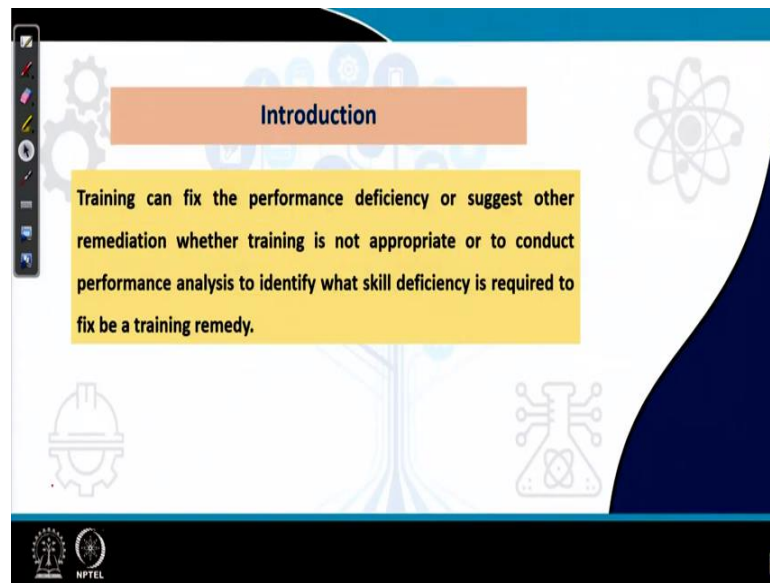**Indian Institute of Technology, Kharagpur**

Module - 03
Lecture - 12
Steps and Process of Training Need Assessment

Welcome to lecture 12 and this is the 2nd lecture of module 3. In the previous lecture we discussed about the concept of training need assessment and we also looked at the advantages and disadvantages of training need assessment. In today's lecture we are going to discuss about Steps and Process of Training Need Assessment, what are the steps involved in you know conducting or carrying out a training need assessment ok.

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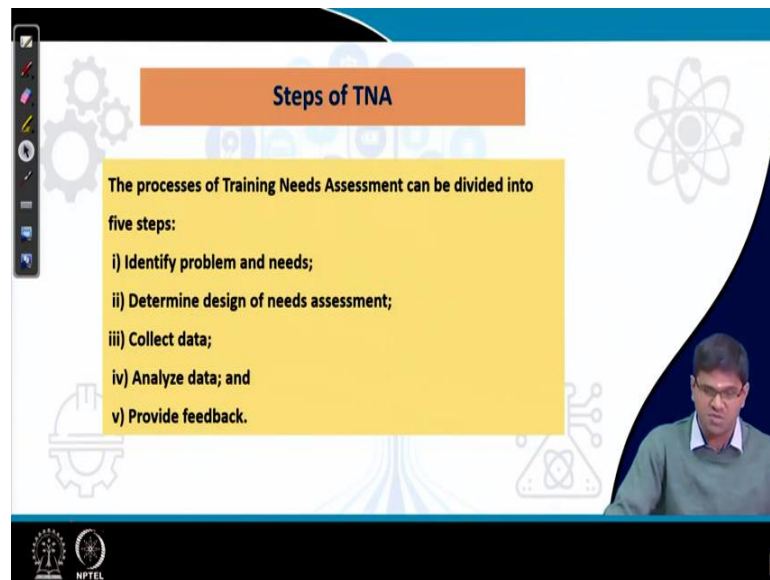
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So, let us look you know. Why we are concerned in training is training can fix the performance deficiency or suggest the remediations whether training is appropriate or not appropriate to conduct the performance analysis and what skill a deficiency is required to be fixed by the training remedy.

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So, for that you know of course, the precursor is training need assessment. We are going to understand the process of training need assessment. So, the training need assessment can be divided into five steps. The first step is identified problem and needs. So, in this

you know we will set up the objective of training need assessment. And we will also try to you know understand the identifying the performance deficiency, what is the problem existing in organizations.

And we will also determine the design of conducting the need assessment. So, how do we conduct this need assessment and collect data for arriving at the need for an organization training. And also, we will have to analyze the data, then provide feedback on the assessing the training need assessment.

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Let us look at you know individually. So, in the first step we are identifying the problems and needs. In the step now we are actually setting up the objectives for training needs assessment. So, we will be determining the organizational context, what context we are going to conduct this training need assessment, we look at the policy level, goal, rules and responsibilities.

Because in these levels we need to understand ok what analysis we are going to do for the training need assessment and performing gap analysis, which are to be done systematically.

Because we are aiming at looking at the gap analysis for that we need to understand the current performance, we will have to look at in three different levels, organizational

level, individual level and organizational; occupational level all that so that we will be able to better do the performance gap analysis systematically.

Then comes, determining the design of need assessment. So, how do we conduct, what is a design of need assessments? So, we will be identifying the target group who will be trained either the interviews, methods and scheduled are finalized, how do we conduct this you know training need assessment.

The people who are going to conduct this need assessment has to be trained because I cannot conduct this training need assessment if my resource who is going to conduct is not trained. So, I need to determine or provide training to these people who are going to be engaged in doing this training need assessment.

And I also I have to determine or identify who will be the in charge of conducting this training need assessment and also members of this training need assessment team. Because for every training need assessment, I need to identify the responsible persons who will spare at the activity and also, I need a member who will be conducting this process. So, that will be part of my designing the need assessment ok.

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Then now the third step is very important which we are actually collecting data because we already identified our objective for training need assessment. The objective may be very specific sometime can be generic. When we talk about a specific, we would have

targeted ok, we are going to conduct training need assessment for only for a specific set of employees or probably sometimes can be for a specific set of a task.

So, now when we are determined the target where we are going to conduct the training need assessment now, we need to collect data, which are directed towards this specific objective of the training need assessment.

So, in this stage maybe questioner will be administered you will be through questioner you will be able to do, you will conduct interview with the employees or probably you will be reviewing the documents on the existing training what are the observations made on the people at the training and work.

You will also see yes there are previous training being provided you will also see how what is the delivery of the training program, what is the outcome of the training program, what is the feedback of the training program, where the employees who have undergone the training problem are they been benefited because of attending the training program.

And you will also conduct one on one interviews to understand, how they perform the task. Sometimes through the document verification for example, the efficiency document, the productivity for hourly productivity all that you know review we will be able to make right.

So, for example, in a week I will start from day 1 to day 6, I will be able to see the productivity maybe 100 percent is my expectations, but what is the percentage of you know productivity being met. And then similar is the efficiency, productivity and efficiency can also be tracked through document verifications and you have to analyze data. Once you collect the data either through questionnaire either through interviews or reviewing the documents now, we need to analyze.

So, both qualitative and quantitative analysis you need to do. Qualitative analysis is that yes, you have conducted an interview what your employees were saying, what were they saying? There are difficulties, is there a challenge in doing the job, what is went into it. Then if you look at quantitative analysis, let us say the what is the expectation which are 100 percent is the productivity against which what is a percentage which they are able to do.

Let us say 80 percent, what is the gap which is a 20 percent, you will be able to see whether this pattern remains same for every day or is it maybe one day. If it is one day what is the reason is there you know any other reasons or attributes for the one-day deficiency. It maybe because there may be a power failure or there may be a machine breakdown.

Then we cannot attribute yes 20 percent we need to provide a training, no, because this was a reason being because of the machine break down or may be because of the power failure in the factory. So, conducting training will not add value that is why you need to do a quantity analysis to understand is the pattern repeats.

And you see systematically this been repeatedly seen or observed in the particular processes, yes you have to do both qualitative and quantitative analysis. Draw findings, make conclusions so that you will be able to make recommendation on a training content and you will be able to write reports.

So, that you know because when you identify deficiency through your analysis you will be able to provide recommendations for a training ok. These are the deficiency we observed may be 1, 2, 3, 4, 5 and through this analysis and we recommend you to develop a training module or a content, which can address this 1, 2, 3, 4, 5 which we identified through this training need assessment.

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Then comes providing feedback; you know it has to it is a generally we will provide a presentation is made on overall analysis to the management people, generally to the bosses in an organization. Yes, you will present ok, how did you conduct your training need assessment, what are your observations, what is the results of the training need assessment to the boss.

So, that you know they will be deciding what should be the next course of action for training preparation because you would have identified and provided recommendation ok. So, you would have provided recommendation then this team will be able to see ok how important this recommendation is ok. So, they will classify importance and how sooner it should be addressed ok, what is the you know seriousness of the deficiency ok, so that they will be deciding ok.

So, what should be our you know activity whether we should immediately set up a task force to design a training program or can we see is there a possible improvement by providing inputs. Or, setting up the existing system or maybe doing a job rotation moving people who are already having a different skill set, so this also important before you desire to go or invest on a training program ok.

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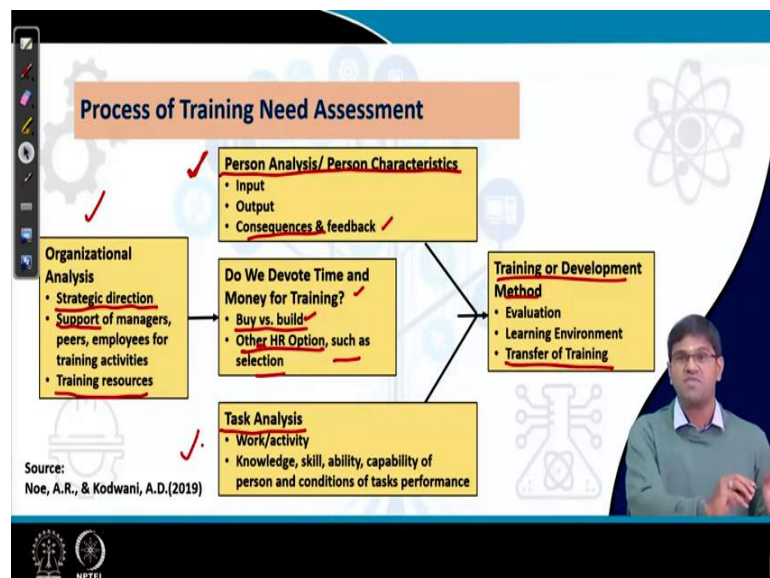
Then now we are going to understand the process of training need assessment. As I said you know we all followed these steps of training need assessment, now we are going to understand what is the process which involved in training need assessment. We will

discuss in detail in the subsequent slide, but I will you know try to provide a broader view with this framework ok.

This framework if you look at you know as I said the training need assessment always happens on three levels, one is on the organizational level, this is on a task or occupation level analysis. And of course, on a person analysis, because these three are the source for performance deficiency or this will be the source for what should be, what kind of a training my organization need ok.

So, if you look at the organizational level analysis you will have to see what is the strategic direction, why the strategic direction. See organization might have the strategic plans that let us say in next 2 years what I wanted to do and next 5 years what I wanted to do, for example, let us say my strategic direction which says ok.

So, I am an organization who are into technology framework. Now, I am looking at I wanted to be a market leader in next 2 years or probably I want to see, I want to introduce at least 5 new technology products in the market in next 5 years. Now, look at it when an organization has a strategy which says I wanted to introduce 5 new products in the market.

Let us take an you know analogy of let us say Apple iPhone Apple. So, they have decided that I wanted to launch a new 3 different designs of Apple iPhone in next 2 years. Then if that is my strategic direction what I have to do is I need to build up my capacity ok or maybe I need to train my employees on looking at what type of a new technology I can add, what type of an addition I can go into bring from the existing version of the mobile.

So, we that will determine what type of a training I need to provide to my employees maybe new technology. Then I need to provide more training on to my existing employees on improving the existing processors are probably the security services being provided in any aspect right, that is why I am giving an example.

Then comes what is the support that managers is going to provide for a training you know how appreciative they are going to be for you know conducting training programs. So, how the peers and employees; and are going to be supporting for the training activity that is very important. Unless otherwise there is no support at the organizational level for

the training need then though whatever the effort you put and then that cannot help in materializing to translate into a performance.

Then it will be also required to see what type of a training resources which are available. The resources we mean we talk about maybe even that technological or may be the training trainer itself is also resource.

So, now, if you do the organizational analysis it has leading to two important things to discuss do, we devote time and money for training this is certain organizational level decision. Because it is not an in an individual capacity or a job level we are talking, but we are looking at an organization level.

Now, as an organization do, we have a capacity or do we have resource to devote so much time and money for a training program. In case if we deciding to go for training, which is going to consume your time of the employees and also the money for an organization now what are we going to do, are we going to buy or build what is that buy versus build.

Buy is I need a training which what I can do? I can you know resource out meaning that I can actually provide or hire some consulting company or I can hire some trainers or probably I can give it to some academic institutions or other organizations who are good at conducting training for this particular need.

Or am I going to build an internal resource? Maybe I might have few employees who are really skilled am I going to create some resources for the training modules all that. Or, maybe other options rather than providing training to my existing employees can I think of hiring a new employee who already have the skill set.

Yes, it is also an option, as an organization you can decide whether you want to build your existing employees or you might want to feel that yes, I think you know better or rather than you know spending time, resource I can go for hiring. There are two consequences of it one is about if you are going for you know hiring you should understand what is the strategic plan for your existing employees, are they going to continue to do the existing process.

Or, you are also feeling that yes, they become redundant then you are actually, what are you doing? You have used them they know your organization culture they have been working for several years in your company you cannot you know if you are throwing them out you are losing out your opportunity.

At the same time if you are not giving them sufficient job also then they are underutilized under right utilization is nothing but your resource is again exploited. So, it is an always you know dilemma or a strategic decision that has to be made by the management what are we going to do are we going to go for a training or we going to hire somebody.

Or, are we even if you are going for training or you going to use internal resource or are we going to hire it out for an outsider these are all the questions which will run into the organizational management level that when they go for a training program. Now, comes the next of the task analysis.

See the task analysis we have to analyze the task and work activity knowledge, skill and capability of person and conditions of the task performance, what is that task demands, what are the rules and responsibilities if somebody is performing a particular task.

Then if you look at you know person analysis or a person characteristic now, we are going into each employee level whether the employee have adequate input in terms of their knowledge, skills and abilities, resources the output in the sense you know how effectively they perform.
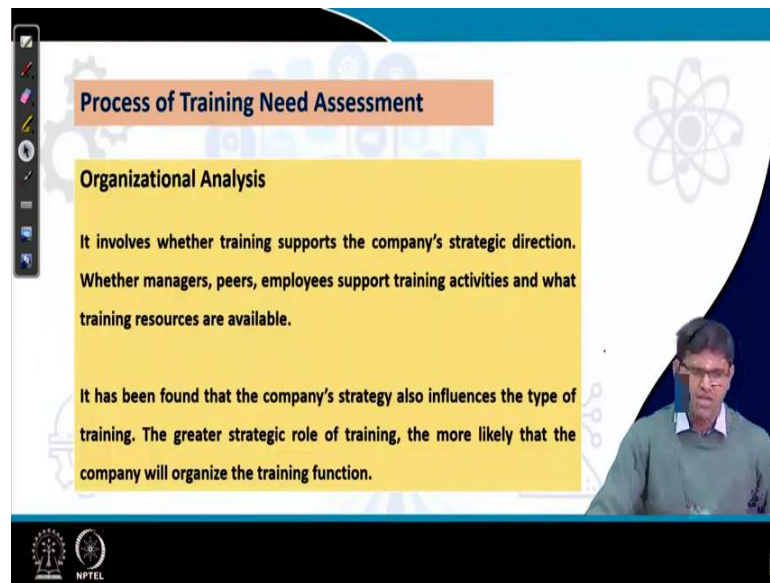
So, they are able to do the activity on the job, on the job activity then consequences and feedback ok. So, if they perform what are we going to do are you going to provide incentives, are we going to provide any remuneration additional remuneration or whatever it is. And then feedback if they are not really doing well what type of feedback you provide this will you know impact on the training and you know development of a method.

So, we are talking about evaluation learning environment the evaluation of the training program and then also learning environment what type of a learning environment we provide for an employee to go through the trainings. And also transfer of training transfer

of training is nothing but whether my employees whatever they learnt are they able to effectively use it in their workplace that is what every organization is interested in.

I do not want to send my employees for a training then they learn something and they come back they never use it in the workplace. Then, why should I put them on a training program? We are interested in transfer of training, so transfer of training to the work environment ok.

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So, as I was detailing in the framework, which I will you know spend little time here on organizational analysis. So, where it involves whether training supports the company strategic directions as I said yes, company would have a strategic direction. Does my training is going to support or I need to customize the training so as to support my statistic decision it is very clear.

So, the strategic decision should derive the kind of a training program I will have to do. And you know I will also have to see whether my manager, peers my work environment is going to support the training activities and then the are they going to provide adequate resources for the delivery of the training program.

So, come as I said here strategy is a play a very critical role in determining what type of a training we need. As I as given the previous example technology company will be designing the new tool then that will they will be focusing on providing training to

employees on new tools or new technology or the way you know to conduct R and D or your research capabilities that is what the primary focus will be.

So, the greater strategic role of training or more likely that company will organize a training function. So, which is very important organizational analysis plays a very critical role in determining the training programs. Whether the training programs required or not will also be determined by the strategic direction of an organization ok.

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Now, when we talk about you know every level in an organization you have different levels you know we will see the concerns of you know company function is in need assessment on the organizational analysis ok. Company leaders: so, company leader we are talking about the top management to assess whether the training important to achieve organizational objective they will have to see whether this training is important to achieve the organization goals.

Organization have 1, 2, 3 goals maybe financial goal one is the growth perspective all the different type of goals they might have whether they will have to determine whether the training is important to achieve my goal. So, how does the training going to support my strategy and or may be threat to a talent base.

In case if I do not provide training then does is it going to make my employees a poor performer or maybe the training is going to be a threat where my employees are so

apprehended that yes, I cannot you know take up this training. So, then comes a middle level managers once top management has to look at the relevance of the training to the goal and relevance of the training to the strategy now comes a middle level manager.

So, where there is a need to spend money if yes to this is very important you need to spend money to train it train the employees and you know how much I can spend. I should look at the financial viability on ok how much I can spend is there a need, if yes, has how much I can spend.

Then trainers whether there is a budget to hire the outside agency or an you know academic institutions or probably the trained people who can deliver this training program or my managers who have certain skill set who can actually conduct the training program so, that has to be done.

Then employees whether the learning is rewarded. The learning is rewarded means yes somebody is going through a training what is that you are going to offer, if somebody is showing their interest in participating in a training, they want to you have to provide and train reward system in a such a way that are people who go through the training.

For example, some organization is there saying that every employee for a year these many numbers of hours is required mandatory number of training hours are required. So, there is a requirement and also sometime reward somebody wants to advance their career they whether the manager will also encourage their members to attend training that is also important ok.

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Now, comes on the person analysis a person is you know individual characteristics we are talking about you know aims to identifying each employee who need training and it also include the person characteristics in terms of you know what how and when to perform. And then output in terms of you know experiencing learning and performance because we when we talk about training, we are also concerned about translation of the training into the performance.

And of course, consequences what is the benefit and reward we are going to have when you are performing post the training program. And the feedback you provide how frequently you get the feedback what is the specificity of the feedback whether the feedback is being specific.

So, this when we refer to personal characters, we also refer to these each individual employee's knowledge, skills and ability and altitudes so, that we will be able to see what area is causing this performance deficiency. Or leading to the gap in the existing performance or the not able to meet the desired performance then the training can be targeted towards it.

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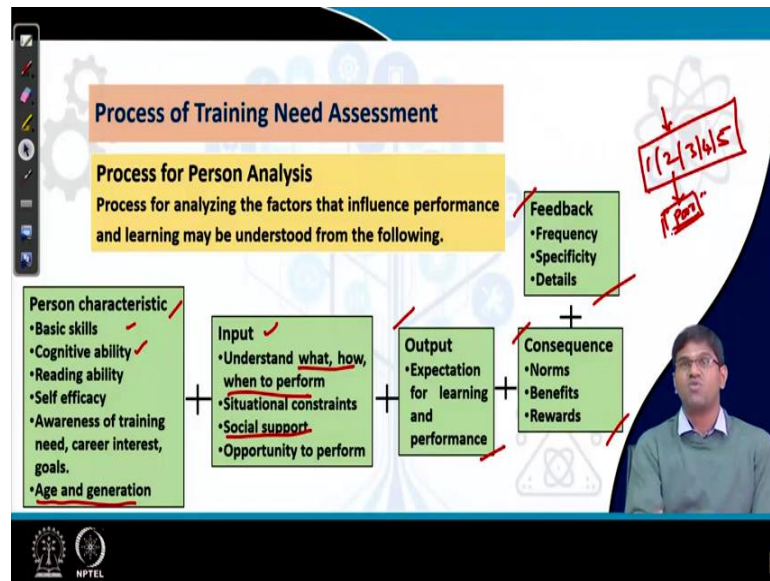
Now, we will also look at the process of these person analysis what do you look at it in the person analysis. So, first is the person characteristics it is just a comprehensive process when you do a person analysis. We will be looking at you know a basic skill an employee need to have when he or she is appointed to perform a particular job role.

So, every job role there is a basic skill requirement right maybe if your area coder you need to know how to code or a software tester similar is the case in a manufacturing how you are able to handle the tool or an instrument or a machineries yes basic skill. And your cognitive ability and you know your reading ability or may be the reasoning ability or self efficacy the ability to believe the yes you will be able to perform the particular task.

And the awareness of training need carrier interest all age and other things you will be accessing on the personal characteristics of the employees. And if you come to input, we already discussed on understand what and when and how to perform. And any situational constraints based on the organizational set up or may be the incentive system or probably the demand or a productivity or a proficiency need.

And of course, the social support social support we are referring to peer, coworker or manager support and is there an opportunity to perform in an organization or may be the environment is not so conducive that you are not able to perform. Then comes output what is the expectations per learning and performance ok, what my organization expects me to learn and perform through the training program.

Then consequences ok when I go through the training if I come out of the training program what is the benefit if I perform well, how was the rewards going to be given, what is the norm, what is the expectations in my work group that yes, I should process these standards of performance so that I can remain in my particular job role also.

And we will talk about the feedback, which is talking about providing detailed feedback specific feedback and how frequently the feedback is given. In case you are performing a job and you find there is a deficiency there is a let us say one employee is not performing on a particular skill set. Then you need to provide feedback not after 1 month you need to provide you know immediately if it can be addressed.

So, the frequency specificity of the feedback how specific the feedback is rather than you say you know you are not performing well. Let us say some employees are having a performance deficiency you say you call the employee and say you are not performing well. So, what does that employee understand, were does he or she is not performing maybe there is 1, 2, 3, 4, 5 is a set of tasks.

Now, when you give feedback, you should say at this process you are poor in performing where you lack in executing this particular task this kind of a specific feedback has to be provided. So, that you know you it is also part of a training need assessment where you will be able to address that whether the training can be focused on this particular process ok.

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So, and you know as we said you know factors, we considered we already discussed about this yes in a person analysis we will be focusing on basic skill, cognitive ability, reading ability and you know self efficacy, awareness of the training and of course, the age of the employees who do.

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And now if you look at the key contents of the company function as we discussed whether an organizational analysis what type of a you know thing comes from a different people in an organizational level. Let us say company leaders' management leader bosses whether employee in specific function need training.

So, they will have to determine whether the employee in the specific job roles do they require a training ok or they really a critical resource for my organization. Then at the middle level manager who are an essentially supervisor for your in your job role, so they should see who should be trained ok.
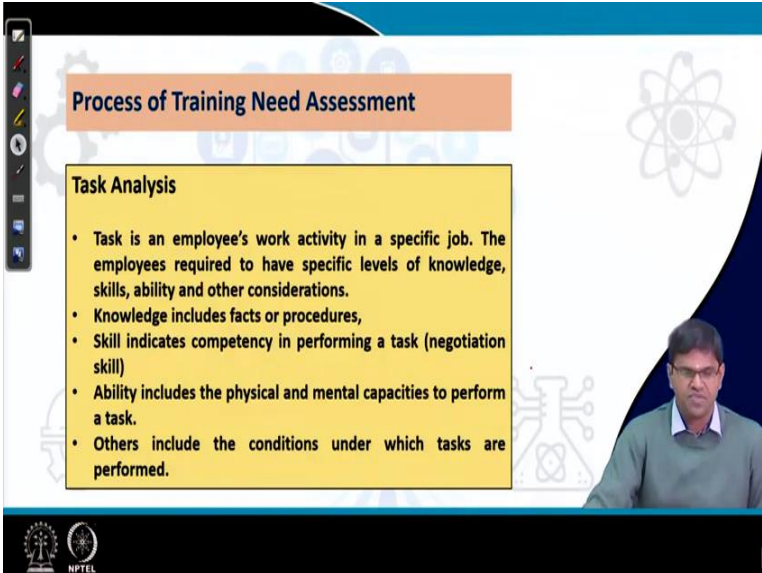
And the managers or the professionals or a core employee who should be trying whether do we need to trained the managers or my supervisors or should I train the professionals or my employees itself. You let us say you know my when a supervisor can be trained, they can translate their training into their subordinates yes then you have to focus on training the supervisors.

Or, maybe if you feel that you have to train only the core employees that is, efficient then yes you can focus on training the core employees. Maybe you know if some of you heard about the concept of Tot which is a Training of a Trainers. So, if you are able to train the supervisors, they will be able to train their subordinates right, supervisor to subordinates ok.

So, they become a trainers supervisor become a trainer. So, training of trainers ok the trainers then they will be able to translate the training to the subordinates ok. Then of course, employees; whether the training content will be learnt and is it valuable, is there a desire to learn.

We have to see from an employee they feel that yes, it is learnable I can learn by through going through this training program. And if I wanted to participate as an employee you have to feel that yes this is going to add value means it is going to make delta change right. We are interested in making this delta change from the current state to the next level it is value to me and I have a desire to learn yes, I have a passion or interest to learn through this training program ok.

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Then the last one is about a task analysis task analysis on you know focusing on the employee activity in a specific job, we are talking about specifically on the job ok. The what type of a skill levels and ability are required for performing the particular job. It also talks about ok knowledge includes facts and procedures and ability, which we are

talking about physical and mental capacity to perform the task. And also, we are also talking about working conditions, which are part of the task analysis ok.

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So, how do you conduct this task analysis step 1 is select the job or jobs to be analysed right. You need to select what task I am going to analyze or maybe a set of job that you need to choose so that you will be able to conduct this analysis. Then developing a preliminary list of tasks to be performed on the job for example, let us say a is a task I have chosen that yes then in the task A you will be listing down 1, 2, 3, 4, 5 these are the you know task will be performed on this particular job.

For job A I need this task to be performed under this particular job. Then validate and confirm the preliminary list of tasks you have to validate and confirm yes for this job these are the you know task which are required in part of this particular job. For example, let us say sales job you need to go for a cold call, reach out to people, convince people, offer, negotiate and all that follow up is required then yes these are the task required.

Then identify knowledge skill task after the task has been identified. Now, we need to understand ok for this you identify the knowledge, skills and ability which are required to be part of this particular task. So, that you will be able to know match of the employees with respect to the task we are talking about ok.

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Then again, the same case as we have did you know the concerned functionaries company leaders what does they have to look at from the task analysis does company have people with this specific knowledge, skill, ability to compete in the market place. Do we have you know people with this required case as for the specific job in the market place?

2nd is about the middle level managers, what do they have to do? So, for which job can training make a biggest difference in a product or a quality or a customer service. So, they have to you know determine ok which job role when we provide training it is going to make a lot of difference for us.
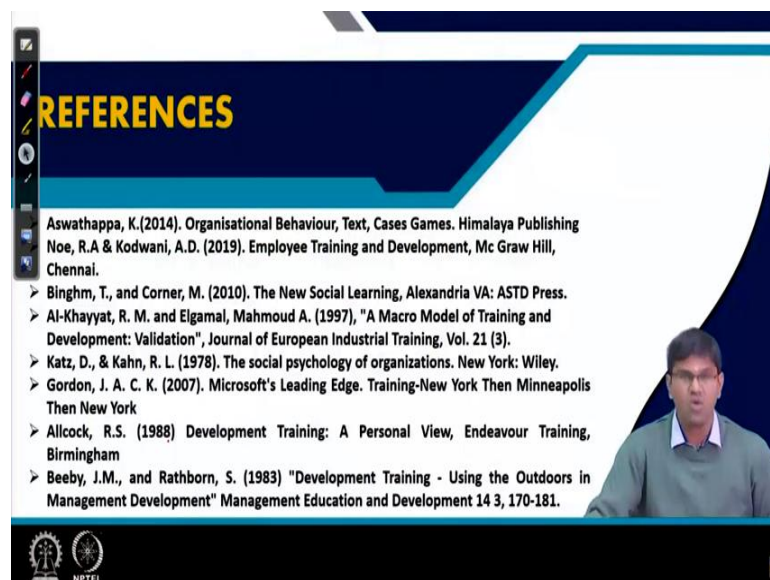
Meaning that now it will improve the company performance or it will add lot of value to my company, it will bring profit or may be better efficiency, better productivity then I need to determine to whom it is very important. Then the trainers for what task employees need to be trained as I said for a job A now, I list you know 1, 2, 3, 4, 5.

Now, I need to see for which task I need to train the particular employees. So, what are the knowledge skill abilities and characters on are which are necessary let us say for 3 which is the requirement then you need to identify what is that set of things which are required to perform this particular task ok.

Then employees: so now, I will for an employee level what skills knowledge abilities or competency are required for a current job and future job and for a career. I mean, in terms of you know every individual employee will have to see what is required for my current job, what I require for my future in case if I going to continue or sustain in the company and what type of a skill, I require in order do I want to grow in the organization.

Yes, you do not want to stay in the same level you want to become a supervisor, then you want to become a manager you want to do grow as a boss. So, that you need to look at, what are these skills and knowledge competencies that I should keep learning so that I grow in the organization, ok.

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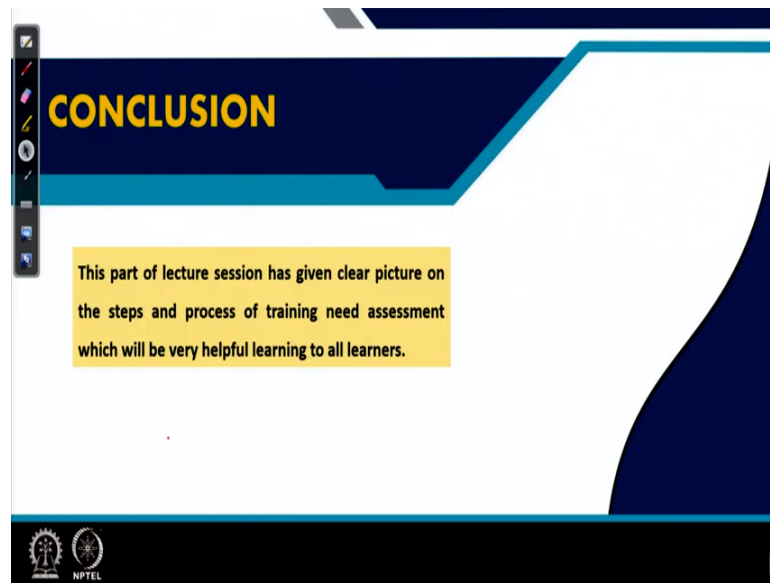
So, these are the references. In today we learnt about a step involved in training need assessment we also understand the process of training need assessment. And specifically in detail we discussed about conducting organizational analysis.

And we also looked at the company level functionaries what does, what do they look after in each of these organizational level analyses or a person analysis or a person characteristics analysis and also on a task analysis. So, we will be looking after the techniques used for training need assessment in the subsequent lectures.

Thank you.