

Training and Development
Prof. S. Srinivasan
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Module - 03
Lecture - 14
Techniques Used in Need Assessment

Welcome to lecture 14, this is the 4th lecture of module 3. In previous lecture we discussed about various ways in which you know training need assessment has been done organization level, task level and also talked about person characteristics or employee specific analysis so, that we are aiming to improve upon where the performance deficiency is there.

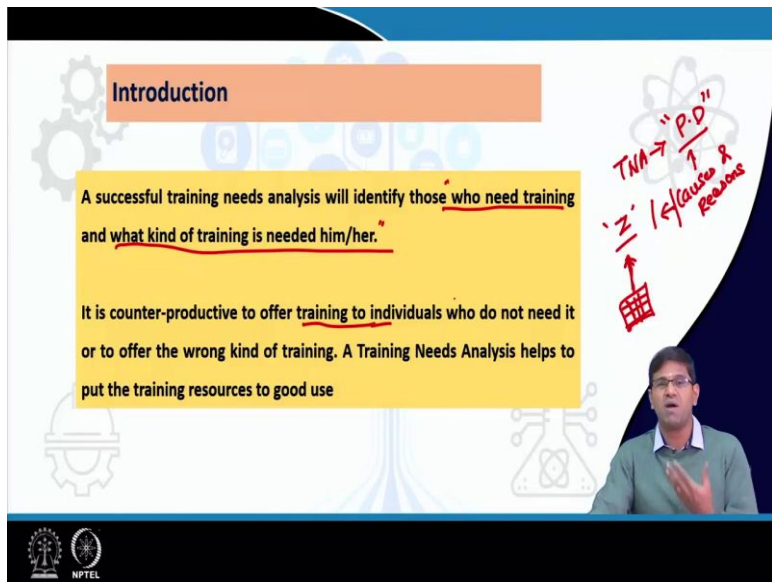
And we also looked at is training is the only alternative to address the performance deficiency. In case if there are other alternatives, company should not spend resources in conducting training need assessment are actually carrying out a training program also. Only if you look at yes there are a performance deficiency with respect to knowledge skill and abilities of the employee which can be done only through training imparting training to my employees.

Then you have to decide that yes I need to invest resource and money on conducting training program. So, now, in today's lecture we are going to discuss about what are the techniques we can use to conduct a training need assessment in an organization setup ok.

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So, now let us look at you know what we are always seen that a successful training need analysis through TNA which is you know very important because it used to identify two important aspirants. One is about it will say who needs training and also it will also say what kind of a training is needed to him or her.

Because through training need assessment what are we training to do, we are training to find out what is the you know performance deficiency and also we are trying to find out causes or reasons causes and reasons for such performance deficiency. Through this we are actually identifying ok who actually lacks this particular

performance requirement maybe the ability to do a job or they lack skill they lack knowledge.

So, we will be able to identify which set of my employs require training and it will also tell me OK. So, this set you know Z is a set of employees who require training and also it will tell me what type of a training should be important. So, I say this is the box of you know content for a training so, this will tell me OK this is the set of training to be provided to my employee. So, that is the major implication of conducting this training need assessment.

Sometimes why we are talking about you know this implication is very important through this training need assessment? In absence of doing so, or may be improper way of conducting training need assessment, will lead to what? It can also lead to counterproductive to offer you know you may be training of you know two individuals who never require a training program.

It happens many a times in an organizational setup or even in a you know personal level also you may not really require to take up some course or maybe you know do not want to go through some workshops maybe because you felt like you know wrongly decided that yes I need the training.

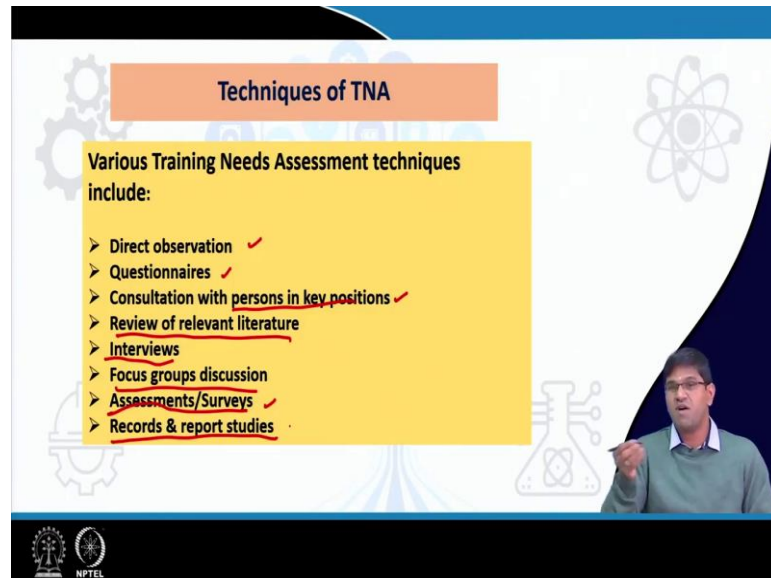
Similar is the case in an organizational setup as well if it is training need assessment is not efficiently or effectively then it will lead to counterproductive way of unnecessarily spending sending people who really do not require a training or maybe you will come up with the training content which are not actually addressing the problem which were identified through training need assessment.

Both is are a possibility if you are failing at this stage. That is why we are reiterating the fact that yes training need assessment cannot be taken lightly or you cannot ignore the process of training need assessment unless otherwise you do it effectively you will encounter this is a problem of wrong training either a wrong training or otherwise sending a wrong people for a training.

Either way you are going to use the resources of an organization and also you going to take away the time of an employees who can otherwise be effectively utilized in their

workplaces ok. So, it also helps in to use the better use of the resources which are required to impart training to the employees ok.

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So, we are going to look at what are the techniques we can use to conduct this training need assessment in an organizational setup or in any other context we are talking to. So, one is direct observations we are going to see in detail, another is a questionnaire method which are also very widely used method to understand from the employee perspective or the supervisor perspective or maybe the multiple participants perspective what does it require, what is the current position.

And then also consultation with the persons in key positions especially when you are looking at as we have said you know proactive training if you remember what we discussed in the previous lecture then I mean proactive training need assessment which is essentially looking at you know what my business strategies.

As a business we are coming up with coming up with a new technology new product for that you do not need to look at the performance deficiency assess, but you are looking at the prospective way to growth.

So, then even in this case if you are able to have a consultation with the key position people they will be able to tell you OK what are the changes which is going to happen in

the general business context what we can actually do so, that we can tab the opportunity right.

Similarly, we will also review the relevant literature, there are extent literature is available there are lot of academicians who are regularly conducting research on the specific areas. Probably looking at reading from the literature also helps you to see what is going to come up or what are the existing deficiency they observe in a particular industry particular domain specific areas.

So, that will also help in deciding ok what type of a training will be essential. For example, very recently with you know India being a hub for service industry, we you know our large chunk of economic contribution comes from the services offer to foreign clients where if you look at customer relationship management becomes very critical.

Here the of course, performance deficiency assessment in an organization helps, but also you know through a recent literature survey we can also identify what are the new developments happening on the customer relationship managements are called CRM. So, through that also you will be able to come up with deciding what type of a training I need to pre impart to my employees.

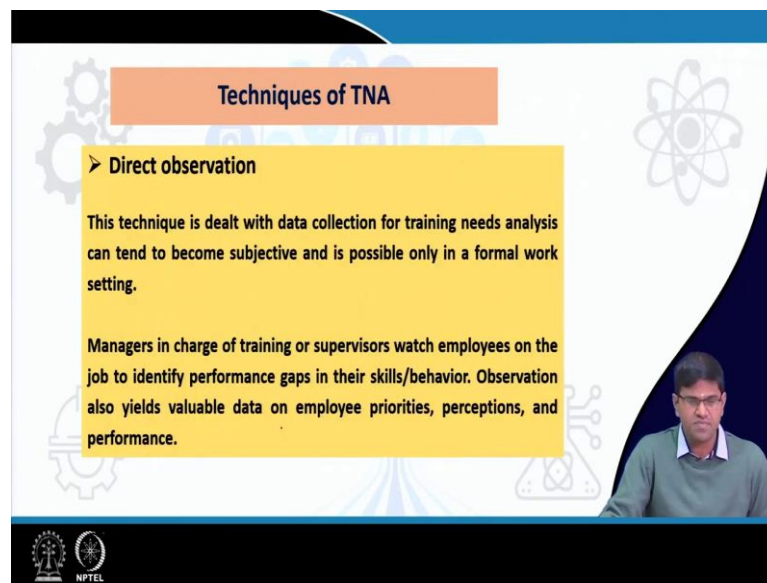
And you can also conduct interviews by conducting interviews with the specific set of employees who are performing the job also we will be able to draw insights from them to decide what is the need for a training in an organizational setup.

Similarly, you will also do focus group discussions we are going to see in detail, focus group discussion yes you will you will pick the people who are performing the actual job maybe from different sections if you are a larger organizations you might have not to have a representations from different you know units.

So, that you will be able to get a better insight on what type of a training need assessment is required and of course, you can also do assessment or a service. So, assessment on the job assessment or there is may be assessment centres may larger manufacturing organization used to have their assessment centres dedicated assessment centres where these employees are taken and see how they perform the job are they effectively doing it or are they having any deficiency in performance.

So, as through assessment also you will be able to identify what does my employee lack so, that I can improve upon and also through reports and records. For example, productivity or a diary in critical incident method is been followed in several industries where the supervisor used to record the worst performances or the best performance or a daily diary record through that also you will be able to identify what is been happening and how do we identify the training need through that method also.

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The slide is titled "Techniques of TNA" in an orange box. Below the title, there is a yellow box with the following text:

➤ **Direct observation**

This technique is dealt with data collection for training needs analysis can tend to become subjective and is possible only in a formal work setting.

Managers in charge of training or supervisors watch employees on the job to identify performance gaps in their skills/behavior. Observation also yields valuable data on employee priorities, perceptions, and performance.

The slide also features a small video inset of a man in a green sweater in the bottom right corner and the NPTEL logo in the bottom left corner.

Let us see in detail. So, direct observations this technique is primarily dealt with you know data collection for training need assessment, when do we do for direct observation? when the area or deficiency what we are seeing is a very subjective in nature and it is also possible in a formal work setting where I can only conduct this being into the work station; I cannot be sitting in a different place and observe then that kind of a situations where you essentially have to do this through a direct observations.

Who can be chosen for doing this? Managers who are in charge of a training are probably a supervisors who are take you know supervising the subordinates they can actually watch pay attention close attention to the employees who performs a job and they can identify what is the gap in the skills or a behaviour which are resulting in the performance deficiency.

So, this observation method yields lot of value in terms of identifying employee priorities, how employee perceive the job, how do they perform the job through this

observations you will be able to identify where do they lack; so, where do they perform really bad or may be where they are not able to do well.

You know all this perspective by observations you will be able to see you know how good they are in delivering the particular job or a task which are assigned to them. By this observations method you will be able to understand ok what my employees are lacking so that I can actually target that through my training programs.

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The slide is titled "Techniques of TNA" and is presented in a video format with a presenter visible in the bottom right corner. The slide content is as follows:

- Techniques of TNA**
- Advantages of observation**
 - Generates data relevant to work environment and
 - Less interruption to workflow
- Dis-advantages of observation**
 - Needs skilled observers
 - Employees behaviour may be affected for being observed
 - Feedback can be unstructured, more anecdotal

The slide features a blue header, an orange title box, a yellow box for advantages, and a green box for disadvantages. The background includes faint icons of gears, a lightbulb, and a chemical structure. The NPTEL logo is visible in the bottom left corner.

Now, comes the next one is what are the advantages of this observation method? It actually generates a very specific data on the specific job. It is not something you know I do a general survey with everybody in different job roles rather I do specifically for a specific set of job on their job play. So, which is more reliable data so, that I am able to understand what is the deficiency which are actually happening in my workplace.

And you know when by observations you are not asking the employees to either come to an assessment centre or take the survey or participate in interviews, which is essentially taking the time or rather it will interrupt their regular routines in a job. And now in this method what essentially happens the manager goes and just observe the way the employees are performing this does not interrupt their regular routines.

And what are the disadvantages of this observation method? Here the criticality comes you know the observer who is should be really skilled unless otherwise the observer is

not that competent who do not have the potential to observe, to identify then finally, the outcome of this assessment is will be rather it will lead to a counterproductive way of you know identifying that this is the deficiency which is not the case may be.

So, then employees' behaviour may be affected by being observers sometimes when your supervisor all the time looking at you or observing you likely that yes employee's behaviour may be affected or probably some employees become so, anxious that my manager or my supervisor or may be the external person or a consultant is observing me likely that they might you know perform not to perform what they really use to do.

And feedback can be sometime unstructured because it is not very specifically designed you know how do you observe what time to start your observations what is the sequence and which is you need to observe that cannot be done in observations. Because it should be more of you know unstructured way of looking at things you observe the whatever way you are good at, but the feedback may also be unstructured. So, these are the some of the disadvantages of the observation technique ok.

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The slide is titled "Techniques of TNA" and features a yellow box with the following text:

Questionnaires

Questionnaires are a way to get information from a large pool without being invasive. Many times, questionnaires are used to gain information that was not known.

However, questionnaires are commonly used to verify information that has been gathered using other methods. This method is used when meeting employees in person is not an option. It is also used to get information in a timely manner.

Handwritten notes in red ink on the right side of the slide include a box with an 'X' and the text "Cross-Validation".

The slide also includes the NPTEL logo in the bottom left corner and a small video inset of a presenter in the bottom right corner.

Now, let us do the questionnaires. So, questionnaires are most mostly used method for a training need assessment it is a way to collect information from a large pole. In an organizational setup let us say you are identifying some role called X and you find there are N number of employees work in this particular role.

And collecting information from this N by conducting observations or doing individual interview is humongous and it is it will take lot of time. Then probably you have to sort for this questionnaire where you will be able to reach out to the large pool without you know doing this very intensive way of you know sitting with each individuals.

And questionnaires used to gain lot of information which was not earlier known to the organizations. So, questionnaires also commonly used to verify information that are gathered using the other methods it is kind of you know validation also a questionnaire act as a validation or probably used as a cross validation.

Now, already I have collected some information through interviews or probably from the dairy or regular diaries or observations now I need to cross validate whether it is really a case through questionnaire also you will be able to do. And you know in this method you know when meeting of employee is not an option and you know it use to get information in a time bound manner.

For example I can float a questionnaire and I say ok this is the period which I wanted to collect the data. Probably, I fix two weeks time I send the questionnaire to all my employees as I said all these employees and then it I can collect within the stipulated time period.

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The slide is titled "Techniques of TNA" and is divided into two main sections: "Advantages of Questionnaire" and "Dis-advantages of Questionnaire". The advantages section lists three points: quick access to employees, larger number of employees covered, and confidentiality of results. The disadvantages section lists three points: high drop-out rate, mis-interpretation, and lack of time frame maintenance. There are also some handwritten annotations in red ink on the right side of the slide, including "100% -> Missing Value/Information" and "70%". The slide features a background with gears and a molecular structure, and a small video inset of a presenter in the bottom right corner. Logos for IIT Bombay and NPTEL are visible at the bottom left.

Techniques of TNA

- Advantages of Questionnaire
 - Quick access to employees
 - Larger number of employees are covered
 - Result of this analysis confidential
- Dis-advantages of Questionnaire
 - Drop out rate is very high in case of filling and giving it back
 - Mis-interpretation is likely to occur
 - Timeframe is not maintained

100% -> Missing Value/Information
70%

Now, we are also seeing what are the advantages and disadvantages of this questionnaire method it is of course, it is a quick access to employees. Employees can quickly respond and large number of employees can be covered and results of the analysis can be confidential. In the sense individual employees need not to disclose their identity when they fill the questionnaire they can mask their identity rather they can just only give the information which are required.

In this way what we are actually looking at you know there are you can uncover some of the you know unravel the truth which require a training. And some of the disadvantages are when we talk about the questionnaire the dropout rate is high the we when we talk about the response rate let us say 100 employees are reached out to fill the questionnaire you might find you know 70 employee 70 percent of them only responded so, dropout rate is really high.

And also sometimes what will happen? There can be potentially missing information or missing values we call it missing value or information some column or some questions may not be answered by the participants that is also possible this will cause having a better information to assess the need.

And also time miss interpretation is likely to occur because employee might perceive this question is related to that and then they might respond differently that is also possible. And sometimes the time frame is not maintained you know the period may be extended that may not be relevant to the current problem we are addressing.

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Techniques of TNA

- Consultation with persons in key positions

This method helps to identify who needs training and involves :

- Determining whether performance deficiencies result from a lack of knowledge, skill, or ability (a training issue) or from a motivational or work-design problem;
- Identifying who needs training; and
- Determining employees' readiness for training.

The slide features a red hand-drawn diagram of a square with arrows pointing clockwise and counter-clockwise. A small video inset shows a man in a green sweater. The background includes faint icons of a gear, a lightbulb, and a circuit board. The NPTEL logo is visible in the bottom left corner.

Now, we will move to the next one consultation with the person in key positions. This method is useful you know to identify the training need because this will help in determining whether the performance deficiency is actually resulting from a lack of knowledge skills or ability or from a work design problem.

Because when you talk to the experts or a key person who are in the managerial position or who are looking at the whole unit itself they will be able to tell you? No, this problem is not actually from their abilities or a knowledge skill it is because of the work design. Maybe the way shop floor is designed let us say this is a sequence it goes probably this is not a way to design we have to look at only circular way of you know designing this flow goes like this it might have been better.

So, maybe because of the work place setting or work stations or a motivational factor you will be able to identify better. So, and they will also able to determine employee's readiness for training which is very important because the willingness of employees to go through the training this key positions people will know better information about what is the readiness of my employees to go for a training program ok.

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Techniques of TNA

➤ **Review of relevant literature**

It refers to what is indispensable or at least valuable, to the organization or to individuals for the purpose of achieving an evaluated, appropriate objective.

A literature review reconsiders all aspects of needs analysis, data resources, measures, and research techniques in order to assess the state of the art and gaps in desired outcome and existing practice for training need assessment.

NPTEL

And next one is about a review of relevant literature. It is we are referring to the existing information available on the secondary source of information's where we are talking about lot of communities where academicians are involved in conducting lot of research or industry academia collaborations all (Refer Time: 16:25) already existing literature a body of literature is available; you could review though all those aspects which are talking about.

For example some research would have been conducted in addressing the deficiencies or optimizing the workplace behaviour in the among the employees. Critically critical aspects of the business may be already done lot of researchers which are available. So, you will be able to review those understand and see ok what is the gap which are arising on this so, that the training can be designed.

Now, this is one of the effective method of conducting training need assessment. Especially when you look at some future scope you are looking at or an opportunity way you are looking at it the reviewing relevant literature will be so, helpful to show what is the happening in an industry with respect to upcoming new technology and a tool. So, this relevant this technique will be very useful when you are looking at a proactively training to do or looking at the tapping the opportunity through training program ok.

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Techniques of TNA

- **Advantages of Review Literature**
Good source of information on procedure, task information for new jobs and jobs in process of being created and objectives
- **Dis-advantages of Review Literature**
Technical language may not be understood
Materials may be obsolete

The slide features a blue header, an orange title box, and two content boxes (yellow for advantages, green for disadvantages). A presenter is visible in the bottom right corner. Logos for a university and NPTEL are at the bottom left.

What are the advantages yes good source of information on procedure task information new jobs and jobs in a process being created or objective which are available through literature reviews there are you know common forums are available which you will be able to access information.

So, disadvantages may be technical knowledge may not be understood for example, the way technically they have written it may be not easy for an employee or a manager who was at the organization to you know interpret the information's also challenging and sometimes some of the materials or a method they used may be absolute then you cannot relate ok.

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Techniques of TNA

- **Interviews**
Interviews allow you to collect data on performance gaps while talking with each employee or a group of employees.
This can be formal or informal. You can conduct interviews in person or by phone, at work locations, or anywhere. Sometimes, you can interview the representative of the work group.

The slide features a blue header, an orange title box, and a yellow content box. A presenter is visible in the bottom right corner. Logos for a university and NPTEL are at the bottom left.

Now, let us look at the next one which is the interview method which allows you to collect data on performance gaps while talking with each employee or a group of employees.

So, conducting interview one on one interview it allows you to go for whether a formal interview or an informal discussions during the break time or a post office hours you can conducts interviews in person meeting the employee or over a phone or through other meeting platforms at work locations or anywhere you can able to you know talk to the people.

And you can choose the representative of the employees to talk about the specific information so, that you will be able to identify what are the training needs for this particular section of the employees.

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The slide is titled "Techniques of TNA" and is divided into two main sections: "Advantages of Interview" and "Dis-advantages of Interview". The "Advantages" section is highlighted in yellow and lists three points: "Can explore unanticipated issues that come up.", "Questions can be modified", and "Good at uncovering training needs, causes as well as solutions to problems". The "Dis-advantages" section is highlighted in green and lists four points: "Time consuming, can be threatening to SMEs", "Difficult to analyze", "Need skilled interviewers", and "Difficult to schedule". The slide also features a small video inset of a man in the bottom right corner and the NPTEL logo in the bottom left corner.

So, what are the advantages? It can actually explore the unanticipated issues that may come up even during the conversations it may be very surprising information might come up they may be feeling that the way the machine being used or the way it is been operated you will be getting a surprising information from when we are having an interview.

Sometimes you will be feeling that the productivity is percentage is going low you may be attributing that is because my employees lack knowledge or a skill to run the

machinery probably you will find out it is because of the bad supervisor that you know they are not able to do well.

So, you know some interesting information can come up during the interviews with the employees. And of course, the questions can be easily modified during the conversations the interviewer you will be able to modify the questions who was to get more information from the participant. And you know it also good at uncovering some of the training need and also causes and solutions to the problem.

So, the these are the advantages of the conducting interviews when you wanted to identify the need assessment. But what are the disadvantages? Of course, every method has its you know positive as well as some of the challenges or I would call it as a disadvantages.

Where you say you know it is an again time consuming when you look at the small and medium size enterprises you cannot take that you know liberty of conducting interviews with so, many employees taking longer time which will essentially will cause the small and medium size enterprises it may not be the same case with the larger organization.

Because larger organization has resources in terms of money and also in terms of the human resources to conduct this process whereas, in the small and medium size enterprises, which are challenging. So, they rather they go for other alternative methods of conducting this training need analysis

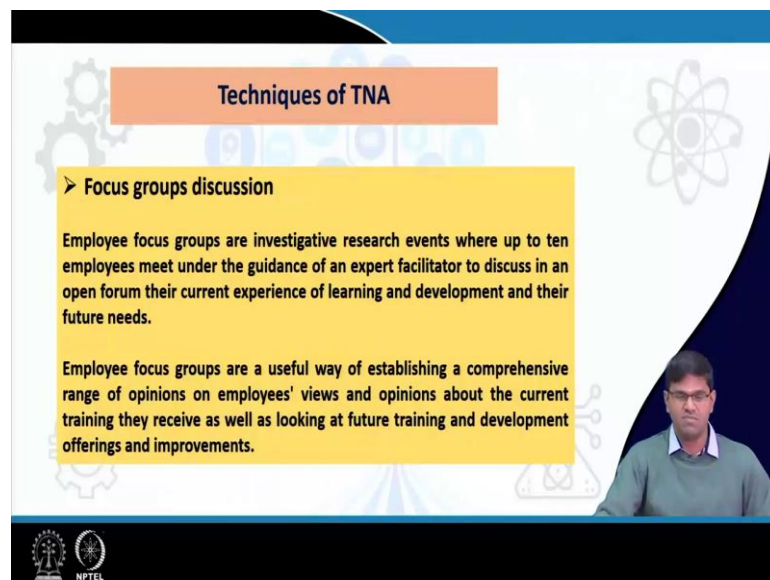
And some you now another challenging thing comes from a difficult to analyze some people you know or maybe some organization face very challenging things to you know how do I analyze the you know information which I collected from the interviews. So, how do you , are you going to you know create a transcripts and are you going to code, classify information's, how are you going to arrive at the need maybe challenging unless otherwise there is a people who are good at qualitative analysis.

The qualitative analysis we mean the data collected from interview is a qualitative information so, which are rich information, but unless otherwise you would not analyze properly then you will not be able to identify the right way of identifying the needs.

So, needed skilled interviewers we need interviewers who can probe have a you know conversation which can facilitate more information from the employees. So, for that you know interviewers has to be skilled or at least trained to conduct interviews. And sometimes it is also difficult to schedule we see large number of larger organizations where employees during the office hours they are really busy you cannot get them or post office hours they have their own you know commitments.

It will be very challenging to schedule these interviews even if you schedule that might cut into some of the productive work hour. So, these are the some of the disadvantages of interviews.

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The slide is titled "Techniques of TNA" in an orange box. Below the title is a yellow box with the following text:

➤ **Focus groups discussion**

Employee focus groups are investigative research events where up to ten employees meet under the guidance of an expert facilitator to discuss in an open forum their current experience of learning and development and their future needs.

Employee focus groups are a useful way of establishing a comprehensive range of opinions on employees' views and opinions about the current training they receive as well as looking at future training and development offerings and improvements.

The slide also features a small video inset of a man in a green sweater in the bottom right corner and the NPTEL logo in the bottom left corner.

Now, comes to the focus group discussion which is also another qualitative method where employees you know focus groups are investigative research events where up to 8 to 10 employees meet with a facilitator to discuss in an open forum about their current experience of learning development and their future needs, what do they experience as a challenge in the current workplace or do we also see you know whatever the prospective need you are looking at what do you want going forward in an organizational set ups.

So, employee focus groups are very useful in establishing a very comprehensive range of opinions because the moment we have more employees together it is kind of a brain storming where many people talk about different challenges deficiency or what do they

lack in the workplaces or what kind of a support is not provided by the company or an organizations.

So, it will provide more opinions very diverse views will come out then it will act as a resource for an organization to conduct a specific training need assessment and then they will be able to identify the right need of training ok.

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The slide is titled "Techniques of TNA" and is divided into two main sections: "Advantages of Focus Group" and "Dis-advantages of Focus Group". The slide features a blue header, a white background with decorative icons (gears, a molecular structure, and a person), and a black footer with the NPTEL logo. A small video inset of a man is visible in the bottom right corner.

Techniques of TNA

- **Advantages of Focus Group**
 - Useful with complex and controversial issues that one person may be unable to explore.
 - Questions can be modified to explore unanticipated issues.
 - Reduces risk that training may be rejected by stakeholders
- **Dis-advantages of Focus Group**
 - Time consuming to organize
 - Group members give information only what they think managers want to hear

So, what are the advantages? Yes it is useful for a complex or a controversial issues because when you are talking about something very controversial issues are happening in an organizations which are sensitive. When we talk about in a group focus group discussions where there is diverse perspective, diverse opinions everybody will give their perspectives and it become a larger information's you can get.

And questions can be modified to explore unanticipated issues yes, facilitator plays a very critical role, he or she can facilitate the conversations they can probe more information from the employees. And it reduces risk that training may be rejected by the stake holders.

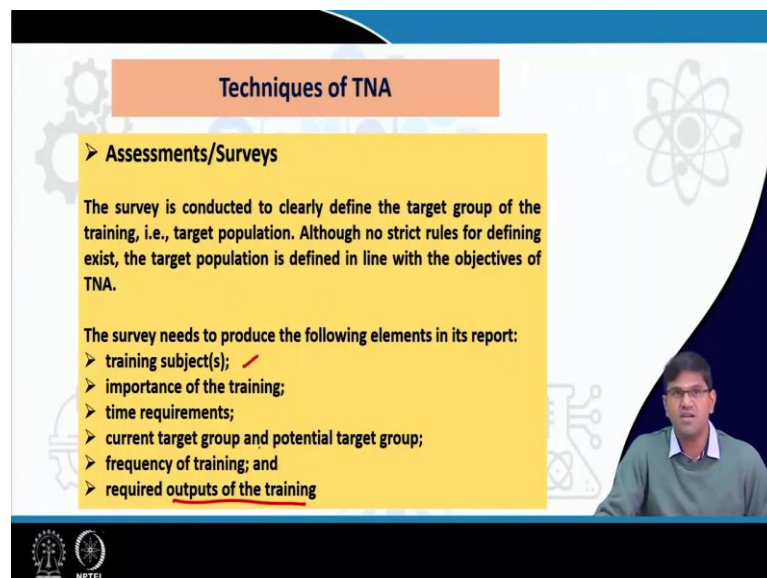
Why if you understand when you will conduct a focus group discussion, what happens? There is at least some section of the employees are participating in the focus group discussions and when they discuss about some of the needs and in a way they are accepting to the fact that these are what is required and these are the deficiencies.

When you offer a training there will be more acceptance because they feel that yes they identify this particular input from us so, they are customising a training program so, I need to take this training program. It is kind of you know you said I want this and we are offering you a training you take it. So, more acceptance from the stakeholders in when otherwise in the other methods we are an individual in nature the larger acceptance may be not high.

So, again disadvantage is very similar to any qualitative method it is of course a time consuming one and you know group members give information only what they think manager wants too here. We also see we you know conformity group conformity are do not want to share information which are my manager may not like it probably that will also cause getting specific information's which.

So, for this very importantly the facility has to build the confidence on the participant that yes whatever information's will be generated from this will be purely for a purpose of scheduling the training from identifying the deficiency rather than not referring to which individual said what. So, that will actually help in addressing this disadvantages of the focus group discussion ok

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The slide is titled "Techniques of TNA" and features a yellow box with the following content:

➤ **Assessments/Surveys**

The survey is conducted to clearly define the target group of the training, i.e., target population. Although no strict rules for defining exist, the target population is defined in line with the objectives of TNA.

The survey needs to produce the following elements in its report:

- training subject(s); ✓
- importance of the training;
- time requirements;
- current target group and potential target group;
- frequency of training; and
- required outputs of the training

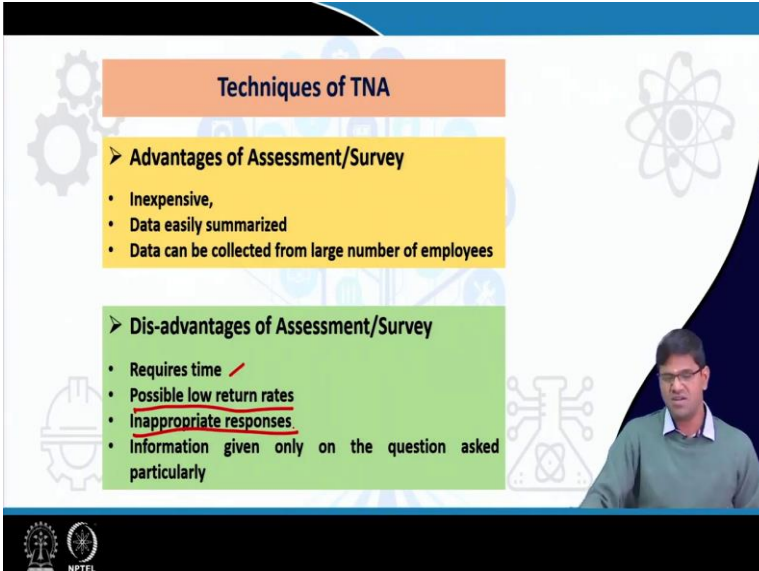
The slide also includes a small video inset of a man in a green sweater in the bottom right corner and the NPTEL logo in the bottom left corner.

Now, in the next one is about assessment and surveys; survey is conducted to you know define the target group of the training who is the targeted group then you specifically send them the survey to get information's. And also now a larger information's can be

obtained from the assessments as I say you know through assessment centre or the on-the-job assessment or in a specific laboratory setting you will be assessing the employee how do they do based on that you will identify.

So, survey needs to produce the following elements in a report when you conduct a survey you need to say what is the training subject importance of the training time requirements who is the target group or a potential target group for the training, how frequently we are going to conduct the training what is the duration of the training and what are the required outputs of the training meaning that out of the training program. What is the you know probable outcome which you are going to see from the training program ok.

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The slide is titled "Techniques of TNA" and is divided into two main sections: "Advantages of Assessment/Survey" and "Dis-advantages of Assessment/Survey". The advantages section lists three points: "Inexpensive", "Data easily summarized", and "Data can be collected from large number of employees". The disadvantages section lists four points: "Requires time", "Possible low return rates", "Inappropriate responses", and "Information given only on the question asked particularly". The slide also features a small video inset of a man in the bottom right corner and the NPTEL logo in the bottom left corner.

Techniques of TNA
Advantages of Assessment/Survey <ul style="list-style-type: none">• Inexpensive,• Data easily summarized• Data can be collected from large number of employees
Dis-advantages of Assessment/Survey <ul style="list-style-type: none">• Requires time ✓• Possible low return rates• <u>Inappropriate responses</u>• Information given only on the question asked particularly

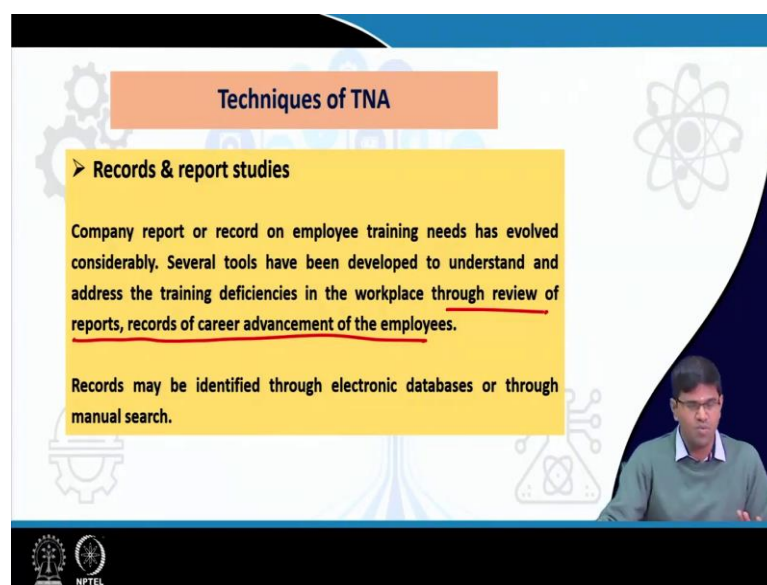
And what are the advantages of this assessment and surveys? It is inexpensive compared to the other methods and data can be easily summarized because through survey you are collecting a quantitative data it can be summarized, you will be able to do a lot of you know quantitative analysis and you can also collect a large information from large number of employees as like the questionnaire method we are talking about.

And now comes the disadvantages is that yes of course, it is require time when you want to reach out to the larger employees when you also develop a survey your questionnaires have to be built efficiently, you have to test whether those questions are relevant which I

will take inputs from the employees. And again very similar to questionnaire method the response rate people who respond to the survey may be one of the disadvantages.

And sometime as I was saying you know inappropriate responses or a missing values also possible and information given only on questions asked particularly they you know it is not giving room for you to tap the other aspects because whatever the questions you ask they will only respond to the specific questions; you may not be able to get additional information's through this survey methods ok.

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The slide is titled "Techniques of TNA" in an orange header. Below the header is a yellow box with the following text:

➤ **Records & report studies**

Company report or record on employee training needs has evolved considerably. Several tools have been developed to understand and address the training deficiencies in the workplace through review of reports, records of career advancement of the employees.

Records may be identified through electronic databases or through manual search.

The slide also features a small inset video of a man in a green sweater in the bottom right corner and the NPTEL logo in the bottom left corner.

Then the other one is we are talking about a records and report studies a company through company report or records available in an organizations you will be able to identify the training needs. You know there are several tools have been developed to understand address the training deficiency in the workplace through reviewing the reports or records of career advancement of the employees.

Because as I said in an organizational set up you come up with the report based on the productivity efficiency or the kind of activities you do similarly dairies are main method there are multiple records are available or reports are available for you to review through that also you will be able to identify ok what type of a training require.

And for example, let us say through the report you find a number of customer or a client complaints are really high it was also indicating that either my employees who are at the

end to respond to the clients are not performing well or probably they are not really skilled enough in an interpersonal relation or maybe you observe many conflicts occur within the team. These are all through the diaries or the reports you will be able to identify what type of a training I can actually do through this assessment ok.

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Techniques of TNA

Advantages of Records/Reports Studies

- Minimizes interruption of work
- Requires limited human resources in case through electronic database
- Provides records related to performance and practice

Dis-advantages of Records/Reports Studies

- Managers may use records/reports to punish employees rather train them
- Available records/reports may be incomplete, bias or not fully represent the employee's performance.

Handwritten notes: ERP, SAP, Data, Meaning, Specific Information, Disadvantages

What are the advantages and disadvantages of this through you know records and you know report studies to identify the training needs? It will minimize the interruption of the work? Yes, it does not you know interrupt anybody's work because you are referring reviewing the already available reports and the records and it requires limited human resource.

In case of you know electronic database when the information is already stored in a repository of a data which are available to the right person who wanted to access and understand then it does not require lot of human resource a few people are sufficient when.

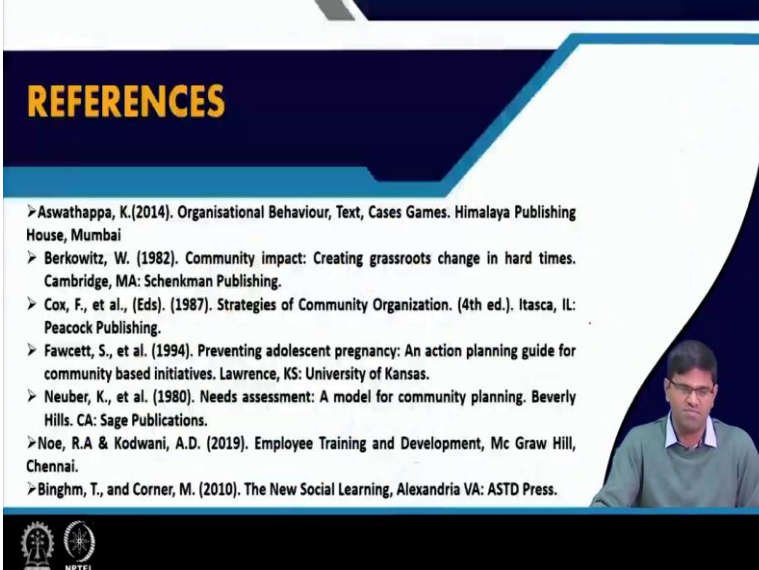
Now if you look at you know most of the organizations have enterprise resource planning which is called ERP and all information's are through SAP you collect lot of information data about your regular routines your calls productivity efficiency what not you know lot of things are covered through.

So, now you do not need a people or another method to do it with this you will be able to retrieve all data through the data you will be you know mining the specific data ok mining specific information then you understand what is the training need. So, this is possible so, it requires less people and provided records related to performance and practice which are already available so, these are the advantages.

What are the disadvantages? So, manager may use records and report to punish employees because there are specific information's, with respect to employees they might use it as a tool to punish the employee they identify it ok who are a poor performer rather they give them the poor performance rating or even punish the no incentives will be provided rather than providing the training instead of facilitating a training rather they will punish the employees.


And available records and reports may be incomplete or may be sometime the information provider unstructured in nature which are very you know multiple information's available or maybe which is not in a structured manner you know cluttered information's are available. This is also one of the disadvantages of looking at the reports and records, maybe sometimes also information's are not adequate enough to conclusively decide this is the need for conducting a training program ok.


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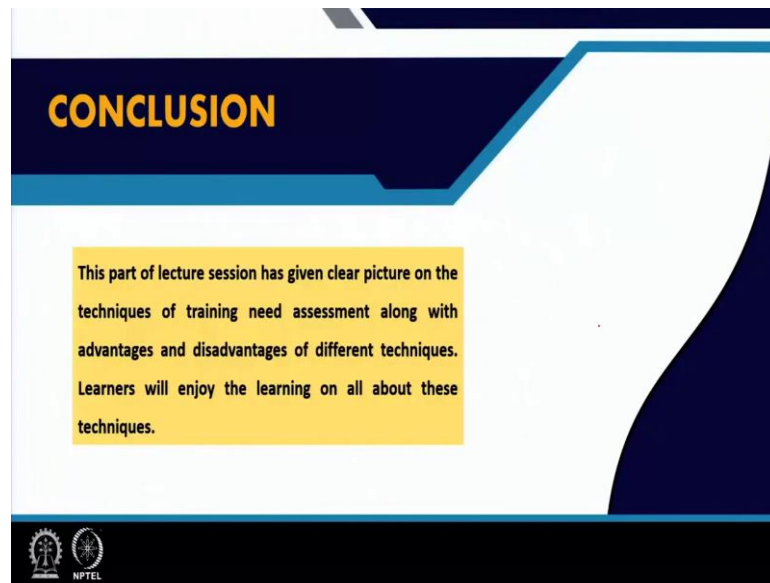
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So, these are the references.

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Today we looked at the various techniques we can use in a workplace set up to identify the training need assessment which is very important because unless otherwise you do not know what type of a technique or what type of a method in which I can conduct the training need assessment.

Because we know that this training need assessment is a precursor for all the subsequent activities we knew program design, delivering the program, money or the resource person, who is going to deliver and the outcome transfer of training everything is primarily dependent on the training need assessment.

It is very important that you conduct a proper training need assessment using these techniques. So, we are going to look at the competencies in the next lectures what is competency, how do we build the competencies among employees or for a specific job role, how do we you know identify the competencies required to perform a specific job role in the upcoming lecture.

Thank you.