

Training of Trainers
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Lecture 05 - Training Needs Assessment

So, today we will talk about the Need Assessment, Training Need Assessment. Now whenever we talk about the training and development, then it should be very much relevant but relevant to what? Relevant to the organization, organizational goals and the individual goals. If any particular training which is not contributing significantly to the organizational goals or individual goals. Many a times there might be the conflict between the organizational goals and individual goals and at that time the trainer that he has to balance between whatever the purpose the organization is interested and whatever the purpose the individual is interested.

So many a times it happens that is an individual is given a training which after returning to the workplace, he does not find it very much useful or he is not able to implement. Because organization has provided the training but not in the very short time or near time to 1 month or 6 months, organization is not interested to execute that particular task. If this type of the situation is there then the training will be wasted and there will be no purpose of the training. So, it is very much important that is the organizational goals and individual goals are to be linked, connected and then the training program is to be designed.

So question arises, how to identify the need of organization and the individual? So, best solution to a performance problem whenever we talk about, that is if employees do not know how to perform. There are the expectations of the organization for a particular job, from a particular job.

I would like to mention my example, that is when I have joined here in 2003 as an assistant professor and that time the Professor Prem Vrat Sir was the director and on the first day of the meeting when Professor Nangia took me, my HOD took me to director, Professor Prem Vrat and the Prem Vrat sir on the first day meeting mentioned that is, Is Dr. Rangnekar aware about what is our performance appraisal form?, which is likely to be filled after the one year?

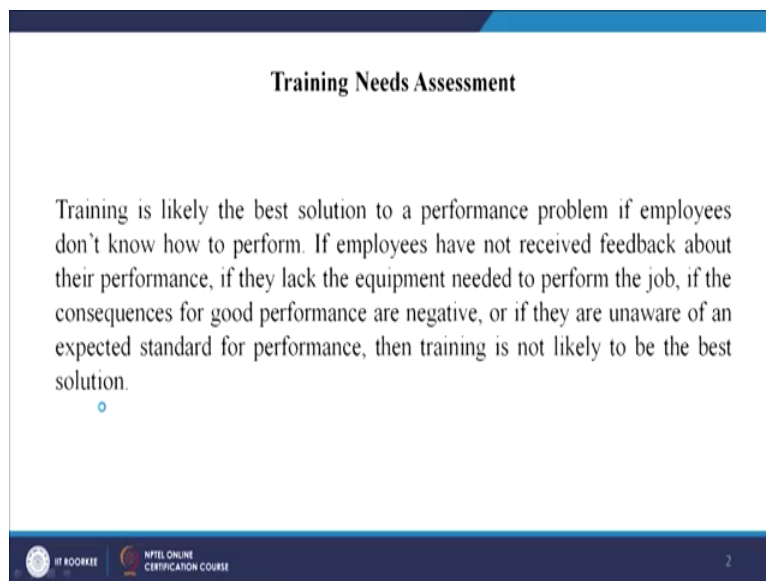
But on the day one itself it was told to me that is, go through this particular performance appraisal form and see that is what is the expectation of the institute from you? This is a very good practice, that is in the beginning itself if the HR management is ready with the manual

that is what should be the job, what should be the expectation, what is the expectation of the organization from you and what are the parameters there?

I understand there will be the problems in the objective and subjective, there will be certain parameters which will be quantified. For example, a training program is to be conducted, training program in a year is to be conducted of the X amount. So, in that case that will be fixed but there will be your qualitative teaching. Qualitative teaching then it will be very, very subjective, it will depend on so many parameters.

It depends on the students and teachers and if it is MDP training program then the participants and the trainer and all. But what is expected to perform, if it is more and more it is clear, more and more it is met the objectively then definitely in that case that is the training need can be easily identified.

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Training Needs Assessment

Training is likely the best solution to a performance problem if employees don't know how to perform. If employees have not received feedback about their performance, if they lack the equipment needed to perform the job, if the consequences for good performance are negative, or if they are unaware of an expected standard for performance, then training is not likely to be the best solution.

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Second important point is if employees have not received the feedback, that becomes very-very important, this feedback has to be given to the employed time to time. It will give exposure to him, awareness to him, understanding to him that is what is expected from him and how he has performed? If he has performed well as per the expectations, there are certain benchmarking practices are there, it has been told to him and then he has to achieve those particular benchmarking practices.

If this type of the concepts are clear, then about their performance then in that case we can easily identify the training needs. If they lack the equipment needed to perform the job, simple example is given that is, suppose a job is to be done with the help of a particular

software only, then in that case if they are lacking in that particular software or particular equipment or technology then that is to be noted.

If the consequences for good performance are negative because if the resources are not managed, many a times the employees complain that is we have asked for this particular equipment, that equipment is not provided but from us the expectation is to do this particular job then in that case definitely there will be a problem and employees will not be able to meet the targets, the results, the expectations and therefore what is to be done?

So, therefore if the consequences of the good performance are negative or if they are unaware of an expected standard, in many organizations it is not being even told that is what is expected from you, then learning is not likely to be the best solution in that case. So, to identify, what does it mean? It means that to identify the training needs there should be clear-cut guidelines of the performance.

That is what are the performance measurements are to be used at the time of the, in quarterly or maybe the half yearly or maybe the yearly? And then wherever the employee is lacking, these are the standards and this is the actual performance and if there is a gap then that gap is the place for the training programs, so that will be the identifying training needs.

Now, every organization should have a very systematic process to determine whether training is necessary. As I mentioned that is, it is not the compulsion, it should not be a burden that is no, you have to go for the training, you have to do training, have you done the training? You have not done training, then what is your future? Nothing like that, rather than it should be like this that is there is a proper process for an individual that is if he continues in the organization, after two years what will be the next level job?

After 3 years what will be the next level job? After 5 years what will be next level job? At least 10 years planning for an individual is to be done. However, nowadays because of the employee retention is a challenge, nobody is going for the 10 years planning. But it is not the question of an individual, it is a question of organization. It is the vision of the organization that will guide.

That whoever is working on this particular post that he has to meet this particular benchmark and then for this purpose he requires this much resources and to meet these resources wherever he is lacking a support is given in the form of the training. Need assessment is the first step in the instructional design process. We cannot design a training program unless and

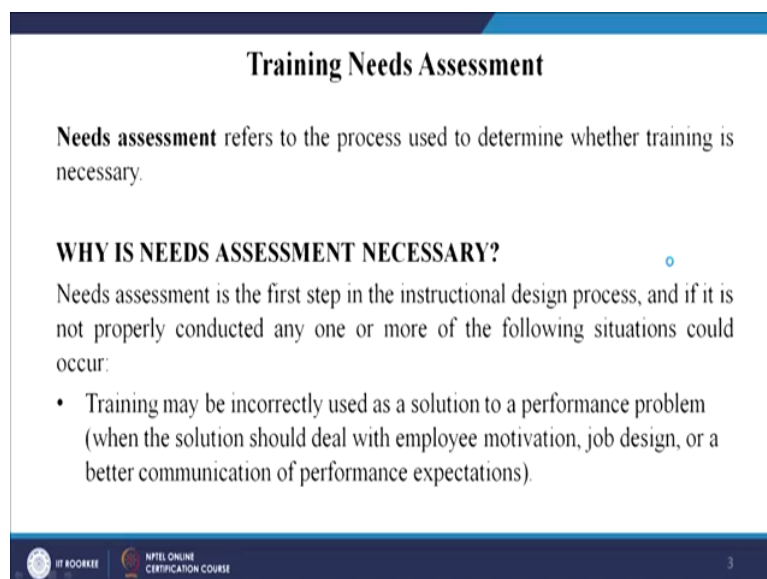
until we do not know the need, we do not know the topic that is what training program is to be conducted.

You can take the help of the consultant that is we are, organization is in this particular stage, organization is functioning like this, these are the output, these are the expectations, do you think that there can be any training program and we can meet those expectations? Even if organization is meeting the expectations for today but the vision, goal, objectives of the organizations, they should link for the future.

So training is a continuous process. Any organization which is not in the part of the training, if not conducting the training programs that, now we are doing good, so there is no....so they are sleeping on their assets, because they have to develop, they have to create the resources for tomorrow, especially manpower resources in the context of the training what we are talking about.

Second is if the needs are not properly known, then the content of training program that will be very difficult, because training might be conducted but because it was not known that is, what is need of a particular trainee? What is the need of a particular participant in the training program? Then there will be no match and then in that case, first and foremost is that is we should understand the need, that is what he needs and whatever input we are providing is it his need or not?

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Training Needs Assessment

Needs assessment refers to the process used to determine whether training is necessary.

WHY IS NEEDS ASSESSMENT NECESSARY?

Needs assessment is the first step in the instructional design process, and if it is not properly conducted any one or more of the following situations could occur:

- Training may be incorrectly used as a solution to a performance problem (when the solution should deal with employee motivation, job design, or a better communication of performance expectations).

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So, one example has been given, one or more of the following situations could occur. Training may be incorrectly used as a solution to a performance problem; it is a very good

example is given. I would like to share my experience when I was a labor officer in the Hukumchand Mill and that time there absenteeism rate was 14 percent which was very high, So our one of the officers proposed that is we should introduce the attendance incentive scheme, we should encourage them to be present on the job.

Now but when we talk to our senior executive, the senior executives said that is, no, he is supposed to come for the 26 days. If he is not coming for the 26 days there is a misconduct, either he should take leave or he should not be absent without, he should not be absent. Then in that case if we advise any solution to a particular problem we should be very careful. Another example, I would like give that the VRS scheme.

One of the banks had that time when the VRS was, Voluntary retirement scheme was very popular and at that time it was introduced by one of the banks. At that time private banks were also coming into the market, so what happened? The talented employees of the bank they got the job into the private banks and they resigned from this particular bank. Those who were the better performers they left the bank.

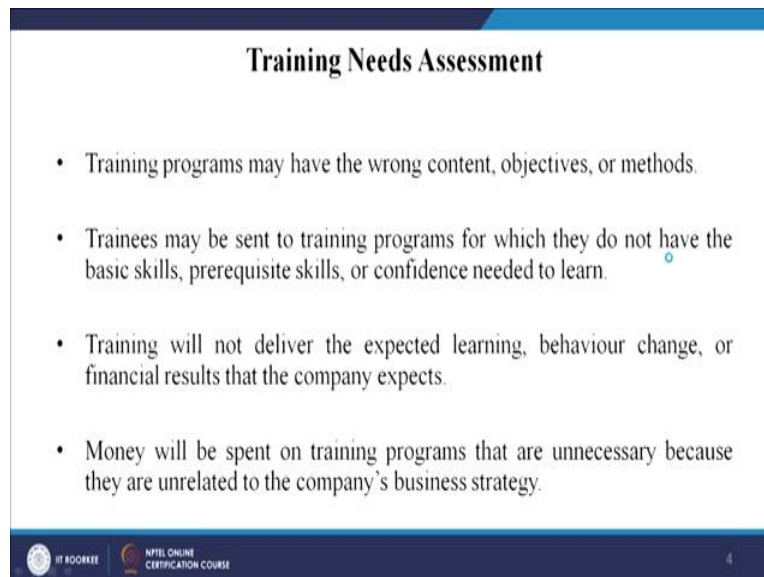
As a result what happened? That is the talent was drained, so solution to the problem that has to be very, very carefully we have to suggest and see the consequences, if our solution should not create a problem into a problem. So, that is a performance problem is there, then we have to see that is how we can support.

When the solution should deal with the employee's motivation, now we have to also see, in further slides I will discuss that it is very necessary that is what type of training program we are providing that should motivate the employees, it should not demotivate the employees, Sometimes this also happens. You are providing the training, you are incurring the cost on him and then he is not happy, he is not motivated because he does not find it is relevant.

Then job design, the job design is to be there that is the, this is very, very important. My further sessions will be there on job analysis, job evaluation, job description, job specifications because whenever we talk about a training then we have to keep in mind the job design, that is, what type of job design? Whether it is unskilled job, it is a semiskilled job or it is a skilled job, it is lower management, it is middle management, it is a top management, what type of the job he is supposed to do? And then if he has to perform this particular job then what is his performance?

If his performance is not as per expectation, what is the reason? And if this is the reason, can we provide him the training? And then there can be the conduct of the training is there. So, therefore that job design or a better of communication of performance expectations is to be there.

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Training Needs Assessment

- Training programs may have the wrong content, objectives, or methods.
- Trainees may be sent to training programs for which they do not have the basic skills, prerequisite skills, or confidence needed to learn.
- Training will not deliver the expected learning, behaviour change, or financial results that the company expects.
- Money will be spent on training programs that are unnecessary because they are unrelated to the company's business strategy.

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Now, the training needs program that have to be very careful in the content. What will be the content? What type of the input will be given to them? Then objectives. What are the different objectives are there? As I mentioned, objectives of the organization, objective of the individual, that both are to be seen. Third point is very, very important, that is the method. What type of method you are using? I will be demonstrating the each method. For example, decision-making then the case study analysis then business game then the exercises that will be practically we will be demonstrating here.

And on basis of that you will find that is you can use those methods in those pedagogy technique and tools for the training at the time of conducting the training at your place. So therefore, but the appropriate method has to be used at the appropriate time and the appropriate cause and appropriate reason. So, then in that case, because wherever the business game is to be used and where is to be the case studies are to be used, that has to be seen and that care has to be taken.

Trainees may be sent to training programs for which they do not have the basic skills because it is not a development program, it is a training program. So, therefore the basic learning has to be there and then it is there. Many times it has the professional courses and also is a part of

the training programs, which are being suggested. And to get a particular training there is prerequisite skills are very important.

If the person is not having the prerequisite skills then it becomes very, very difficult that is he will be able to adapt that particular training. To adopt that particular training it is important that is, he is having that particular prerequisite skills. Another important is, that is the confidence needed to learn. That is, yes, I want to learn this thing, you see, nothing is impossible in this world, always we keep on saying this thing.

But why then the things are not converting? Things are not converting because lack of motivation many times. If there is no motivation, there is no confidence and then in that case the person will not learn and there can be many reasons for the no confidence. There can be the environment, there can be the situation, there can be the hereditary even, and there can be the type of personality the person is with, the internal locus of control or the external locus of control.

Internal locus of control means those who believe in themselves, external locus of control those who believes in outside and therefore in that case that they say about that is it is because of the boss, it is because of the colleagues and like this, the external locus of control are there. So, therefore in that case it becomes very important that is they should have the confidence, they should raise their internal locus of control and see that is whatever the training program they are going to attend that will be useful for them that will make their career that will help at the workplace that will improve their performance.

So, all these concepts are needed there at the time of the learning, the training, participating in the training. Training will not deliver the expected learning, behavior change or financial results that the company expects. If the proper training need is not there then whatever the changes expected from this particular training program, especially the learning, again when we talk about the principles of learning, I have discussed last time the principles of learning.

And then when we talk about the principles of learning, it becomes very, very important that is the person is supposed to learn on that basis of the need based. It is that he will be very fast in learning once he develop that concept, developed that belief, developed that value that is, yes I have to learn this particular concept. So that is expected learning will be there.

Then there will be the behavioral change. A properly need has been assessed, then definitely person will adapt and there will be behavioral change. But the person is just because he

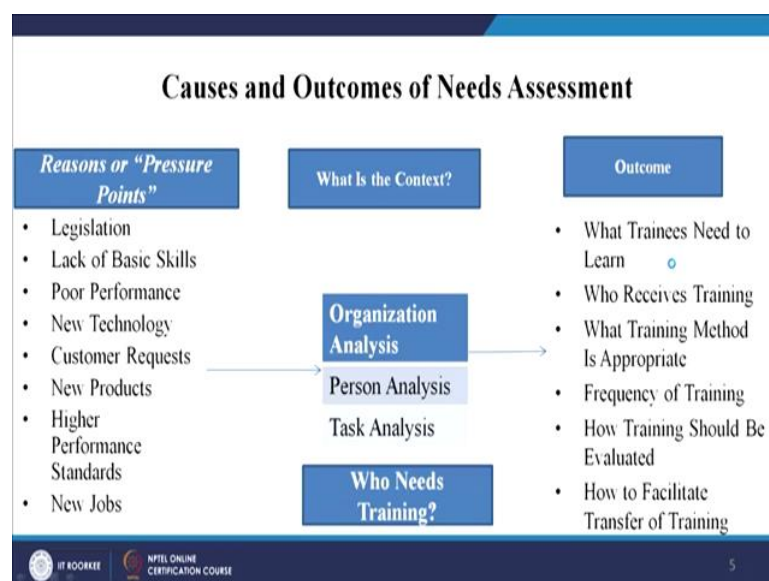
getting the course certificate, getting the completion of the training, because he has sent to attend this particular training but he is not willing himself, there will be no behavioral change. For behavioral change you can give the opportunity.

You can bring the horse to the water but cannot force to drink it. So, therefore in that case it is very important that is for the behavioral change there should be the need to change. If the participant is interested to know the leadership training, because he has to perform leadership at workplace, if a participant is interested to know about the conflict management because he is facing the conflicts at the workplace, then it will be very relevant.

Or, sometimes that is the output from training that is the financial results, right? So financial results gain will be there only when the needs are properly assessed. Those needs are fulfilled during the training program, the employee start performing and as a result financial results organization will get.

Money will be spent on training program that is obvious, that are unnecessary because they are unrelated but that money will not be useful and if it is the unnecessary because they are unrelated the company's business strategy. Right from the beginning, I am saying that is organizational goals, organizational strategies, policies, procedures and individual employee's policies, procedures that is to be matched, otherwise whatever money is spent on that then that will not be fruitful.

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So, what are the causes and the outcomes of the need assessments? So there are 3 columns you will see, Reasons or Pressure Points here or what is the context is? And what is the

outcome? So first we will go by the reasons. Reasons that is the pressure points are the rules and regulations of the organization that is the legislation. In the case, of the legislation that is most of the time it is the HR manual.

In the module 4, I have discussed about the OCB, organizational citizenship behavior. So, in that citizenship behavior it becomes very important what are the fundamental guidelines, rules and duties. If employee is able to follow those particular rules and regulations then first he has to be communicated, what behavior is expected here, what duties are expected here? It is just like a newly married daughter-in-law comes into the house and then she has to be told by the mother-in-law that is these are the guidelines, in this family this works and therefore this is the expectation that you will be behave like this and these are the expectations of the family.

Similarly, the new employee when he joins an organization, at that time he has been told by the HR department, however the HR department is not the mother-in-law. The HR department will tell about that is what are the expectations, the rules regulations are there, that is, these are the rules and regulations and what is expected from the new employee, then how he will have a conduct in this particular organization.

For example, I would like to take for the second point, lack of basic skills is, that is about any particular professional qualified candidate whether he is an engineer or B.Tech or he is the MBA and in that case if he is not having any particular experience, that is why he is kept on training, Management Trainee, Engineer Trainee. Because it is assumed that is the, he will not having the basic skills in general?

Like in case of the MBA there will be certain students those who are having the WEX of five years also, but normally it will be assumed that the students or the employees those who are entering they are not having that particular basic skills, so they are having the basic skills and therefore that will be a pressure point that yes, training has to be identified, that is what type of training is to be provided to this particular candidate.

Even if there are the old employees those who are working since 3 years or 5 years but their performance is poor. Now, as I mentioned earlier in module that is there are different skills, job knowledge skills, behavioral skills, analytical skills and designing skills, creative skills, 4 types of skills are important. So poor performance may be because of the lacking in the job

knowledge, lacking in the teamwork, HR skills, lacking in the basic concepts itself or lacking into the creativity and providing the solutions to the problems, then these are the reasons.

If the person is not able, this are the part of the ability. If the employee is not able because of these reasons, job knowledge not knowing, job knowledge knowing but HR skills are not there, job knowledge and HR skills are there but basic concepts of the production process is not known, all three are there but whenever new problem, any problem comes the person is not able to find out the solution and therefore in that case this becomes the poor performance.

If the poor performance is there then that will be also a pressure point to identify the training need. Now we are having the importing technology. If we are importing the technology, new technology is there or in the organization first time any technology is introduced then definitely that will be also a pressure point that is the employees have to be trained because they have never worked on this particular machine earlier, so that is a new technology that is to be developed.

Many times the customer suggestions, customer request comes, that is why you do not adapt this particular process, this particular methodology, the functioning style? And if this type of the request comes, that also creates the pressure points because the customer needs that and if the customer demand is to be fulfilled, then you have to adapt that particular functioning style. If that particular functioning style is to be adapted our employers have to be trained, so that again is important point for identifying the training needs.

Then new products are developed. Whenever organization is developing the new product then definitely those skills are required and then those skills are to be trained into the employee, so those who can support to the product user that is customers. So, that the product user or customers, they will take this particular support only when your own employees, organization's own employees those who are trained that is now we have developed this new product, new product will operate in this way and when it will go into the market, the sales executives they should be aware that is they should train to the customer that is how to make the use of that particular product.

Next, pressure point is day-by-day there is a high competition and if you want to survive in this competitive environment it becomes very important that is you have to go for the higher performance standards. If I am going for the higher performance standards, again you have to adopt the new style of functioning. To adopt the new style of functioning, again training need

is there and therefore in that case one can identify how to, what type of training is to be provided.

Now, we are talking about that is many jobs are replaced by the technology. So new jobs are there, either we acquire technology, so when we acquire technology again to learn the technology the new jobs are to be created. The old jobs will not be able to satisfy that, right? Like I remember that is in the old textile mills there were the power looms, right? And then the power looms were replaced by jet looms, so now that the nature of job itself changed.

So those who are the employees who are not aware of this particular running, how to jet looms? They have to be trained; only in that case they will be able to perform. So these are the rules, regulations or employees are lacking the basic skills? Or the poor performance is there or new technology, customer request, new products, higher performance standards and the new jobs are there?

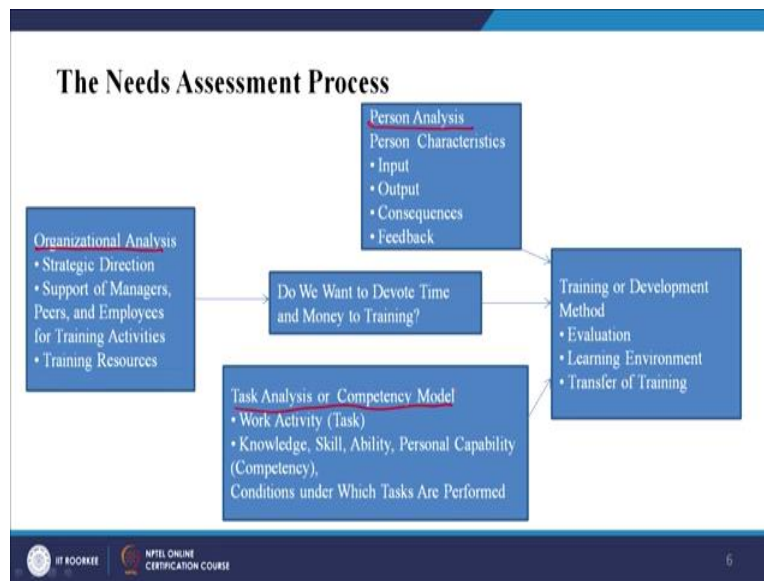
So, all these are the reasons or pressure points, which creates you to identify causes for the need assessment. So, there can be one of them or all of them or some of them, will be the pressure points to provide the training and from these points we can understand where is the need of the training program? Now what is the context? The context is organizational analysis, personal analysis and task analysis.

I will discuss this in the further slide also. So, therefore in that case you will find that is whenever we talk about the organizational analysis, right? What parameters are there? Person, individual analysis and what task he is performing, so maybe the organizational analysis, personal analysis is satisfied but the task analysis requires a training program is there. When we understand the pressure points, when we know the context, what we do?

What trainees need to learn, that we understand. Who receives the training, we identify those employees, those who are going to receive this particular training. What training method is appropriate? , that we will be able to understand. Frequency of training that is the, it should be monthly or quarterly or half yearly or once in a year, what frequency of training is to be provided?

How training should be evaluated? Evaluation of training you will know and how to facilitate transfer of training that we will know. These are the points which we will be discussing in the different modules also.

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So, we have talked about in the previous slide organizational analysis, person analysis and task analysis or the competency model. First, we will go through the organizational analysis. Organizational analysis will be the strategic direction. At the top management levels there is a need for the strategic direction that is what type of strategic directions are needed.

Support of managers. Support of managers is very, very important that is unless and until there is no support of managers then we will be not having that particular style of functioning and we will not be able to give the output. Now the peers, the employees for training activities that we will see, that is how an organization provides all this particular context? Then we will talk about the training resources.

Training resources are the resources which are required to be provided at the time of the training. If we are able to provide the resources at the time of the training then we will be making the organizational analysis, organization is having that is all sort of the resources or not? The people, process, technology, the venue, the money, man, machine, all resources it will be seen enough to provide a training? Is available or not?

Second is person analysis. Person analysis is the person characteristics, input, output, consequences and feedback that has to be seen whether it is provided or not. And task analysis will be the work activity that is a task, the knowledge, skill, ability, personal capability, competency whether the person is having that particular competency or not having that particular competency.

Conditions under which task are performed and that is not only the task performed analysis but also the surrounding environment whether they are able to provide these conditions under which tasks have to be performed or not? Finally, we see that is on the basis of the organizational analysis, person analysis and task analysis are we able, do we want to devote time and money to training?

That will be the question and if answer is yes then training and development methods, the evaluation, learning environment, transfer of training that will be implemented. So, whenever we talk about the need assessment process, these are the very, very important points that is if you want to first identify whether the training is to be provided or not to be provided, go through the organizational analysis, person analysis and task analysis.

And on basis of this then we can decide whether there is a need for a particular training or not? So this is all about the Training Need Assessment, thank you.