Training of Trainers.
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Lecture-06.
Methods of Training Needs Assessment-I.

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Methods of Training Needs Assessment

So, in earlier module we have discussed about the need assessment and in the need assessment we have talked about the organisational analysis, person analysis and the task analysis. And on basis of that we have reached to a conclusion, that is yes before we go for the training, we should be very careful in identifying the need assessments and we should justify that there is a need for a particular training. Maybe as per the requirement of the organisation, maybe as per the requirement of the employees or for a particular task or position.

Now, here I have taken the job evaluation as the first part of the method of the need assessment. In the methods of the need assessment, as we were talking about the task analysis in the earlier module. So the task analysis, that when the number of tasks, they are converted into a job. So, when we go for a particular job, then the job analysis becomes a very first, becomes a very-very important. Job analysis that requires that is maybe through the questionnaire, maybe through the observations, maybe through any written documents on the basis of any particular document is there. So, on that the job will be analysed.

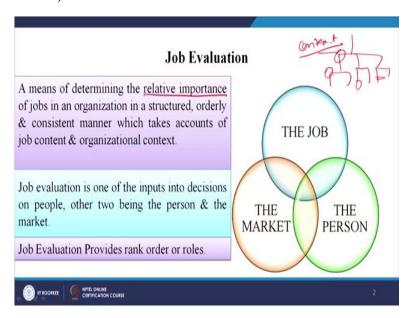
The analysis of job will tell us that is what is the nature of the job, whether it is a technical job or it is non-technical job or it is skilled job or semiskilled job or it is an unskilled job or it

is a different layers of the different layers of management are there, so the job analysis will be given. When we complete the job analysis, then job analysis will give us the job description. That will describe the job. So, what is the job description? Job description is, that is the, what type of knowledge, skill, attitude is required to perform this particular job? We can take the example of the different advertisements.

So, whenever there is an advertisement for a particular job, then that job talks about, that is this much years of the experience in a particular nature of job. Then the person should be having the knowledge of these particular skills, he should be able to take work from the other employees, leadership position job is there. So, in that case you will find that is the job description describes the job and the job description is based on the analysis of the job and when job description and job analysis are ready, then in the job analysis we also talks about the job specifications.

Specification means the qualification required for a particular job and then if the particular job, the specifications jobs are required, then it will be complete will be process of the job analysis. Once we know the job analysis, then we can evaluate the job and that is the job evaluation. What I have tried to compile, this job analysis, job description, job specification and job evaluation is a method of the training need assessment. What is job evaluation? It is a means of determining the relative importance of job in an organisation.

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So, like if we go for the manufacturing industry, the production that becomes very-very important job. If we go for the hotel industries, the chef, the chef job becomes very-very

important job. When we go for FMCG companies, then we find that is a marketing job, that becomes marketing and sales job, they are becoming very-very important. Then we go for the hospital industry, then we find the doctor's job, that is becoming very-very important job is there. So, this is called the relative importance of the training. Now, in that case it is the, if the relative importance is very high of this particular job, right, then that job evaluation will carry the very high weightage.

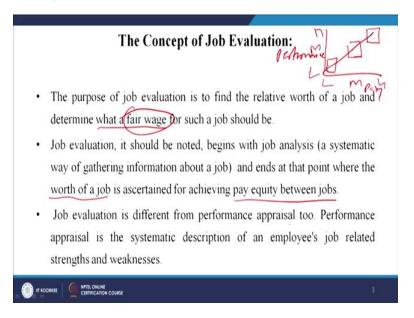
Now, that is about the end organisation structures that is how it has been structured, what position it is being structured, whenever we talk about the organisation structure, then organisation structure, then what is the level of that particular structure. That is if we go by the different levels are there and then in this organisation structures, where it has to go, that has to be seen. So, if the relevance is very important, accordingly the relevance of these particular jobs, they will be important in a structured way and orderly and consistent manner which takes account of the job content and organisational context.

Now, this particular job will have a particular content. So, therefore it becomes very important, that is whenever we talk about these particular job positions, then these job positions that has to be taken care, that is the how these particular jobs that are important in a structured way and in the relevant manner is there. Now, it is not only in the context of the structure, organisation structure but it is also important in the context of the organisation. As I mentioned, whether the production or it is a service industry or it is a hotel industry or it is a pharmaceutical industry, the scientist jobs, they are becoming very-very important.

Now, job evaluation is one of the inputs in decisions on people, other two being the person and the market. Now, here you will see the job and in the job you will find that is whenever we talk about the job, the job, whatever the job is there, and how it is related with the market and how it is related with the person, that becomes very-very important. So, the person and the market, these with the nature of the job. So, these connect, these particular connect that will create the job evaluation process in a very strong way.

Job evaluation provides rank, order or roles, that is on the basis of the job, on the basis of the market, on the basis of the person and that will rank the order roles of a particular job, how it ranks in order that we will see.

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The relative worth of a job and determine what a fair wage for such a job should be. It is very interesting. That is when you are organising or designing a Training program for the, which nature of jobs and what is the job is there and what is a fair wage for that particular job, that becomes very-very important. So, whenever we talk about very highly paid jobs and the trainings are to be provided, then it becomes... I would like to mention one example.

Example is very simple from the Shriram group, when I was working in the Shriram group and it was an Agro Tech industry. And, then Shriram Agro tech industries and there it was a boiler attendant, the first-class boiler attendants. So, they are very-very important for the organisation. And therefore in that case if we require a particular nature of job, then amongst the workers, this is highly technical and skilled job is there and then accordingly fair wedges are to be paid for a, for such a job there should be very fair wages are to be there.

Now, the other employees, workers who are working in that particular factory, then that becomes very important that what type of the training is to be provided. The training is to be provided for these particular specific technical nature of job like the value attendant and the training which is to be provided for the machine operators, training is to be provided for the helpers, all these points, that has to be taken, the job evaluation is to be taken into consideration.

Job evaluation, it should be noted becomes with job analysis as I mentioned. A systematic way of gathering information about a job, that is the how do you make the job analysis?. Now, you see that is, it is very important for every organisation to have a very perfect HR

manual. So, each and every job whether the job is in a regular nature, job is into a temporary nature, job is into once in a year even, then these type of jobs, they are also to be taken into consideration in the job analysis. Because a person may require for very less time, nature of job may be require very less time but in that case that even for that particular time period his role and importance becomes very-very important.

So, in that case it becomes very important, that is a systematic way of gathering information about a job that has to be taken into consideration. And ends at that point where the worth of a job, now irrespective of where the person is working in the organisation and the organisation structure is there, then the worth of a job that has to be taken into the consideration. So, in the middle management level, lower management level, at whatever level the person is working, but his worth that becomes very-very important. Many times it has been told that is the PA to the officer is more important than the officer himself.

So, it just means that is the, what is the worth of a job is there. And then that becomes, one should be able to handle all the jobs, all the positions in efficient way. Is ascertained for achieving pay equity between the jobs. This, all of us know that is whenever we talk about the equity pay, right, so that is a low, medium and high and low, medium and high, that is the nature of job and the nature of the job and the pay, for performance and pay relationship. So, naturally whenever we talk about the equity, so equity comes here, high-performance, high pay, moderate performance, moderate pay and low performance and low pay.

So, therefore in that case, this particular point, you will see that is the equity is to be there. It should not be underpaid and it should not be overpaid. So, this particular equity, right in the job evaluation, so that is a pay equity has to be between the jobs is to be there. Now, here when we talk about the performance and pay relationship, right and when we talk about the equity, then what type of the training programs are to be provided? So, in the training need assessment, we should know the worth of a job and level of performance of the job.

When we talk about the level of performance of the job and the worth of a job, then in that case it becomes very important, that is we talk about, that is the, we are able to understand the training needs, what assessment, or training need assessment that we can do. Job evaluation is different from performance appraisal, right, we have to understand this thing. That is whenever we talk about job evaluation and the performance appraisal, so in that case you will find that is, whenever we talk about the performance appraisal. So, performance appraisal is

for the individual, it is for the employee, performance appraisal. So, employee will have the performance appraisal, while when we talk about the job, right so that will be job evaluation.

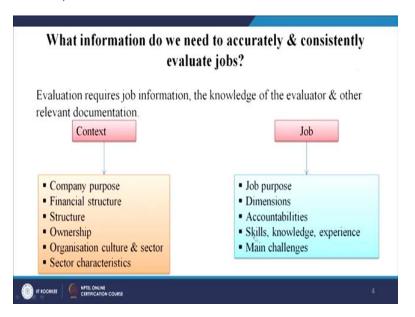
So, this is for the employee, this is for the person and this is for the, particular job is for the job evaluation. So, job evaluation evaluate the job, performance appraisal appraise the employee. So, there is the difference between the job evaluation and the performance appraisal of the employee. Because when we do the performance appraisal, in the performance appraisal we try to see that how a particular employee has performed, whether it is the satisfactory or he has not performed satisfactory. And then on basis of that we discuss about, that is the how they performance appraisal of the employee is done.

But when we talk about the job evaluation, irrespective of who is the person performing this particular job, the job, what is the worth of a job is there, and that is the difference between the job evaluation and performance appraisal. Performance appraisal is a systematic description of an employee's job that is what job he is doing and related strengths and weaknesses. The strengths and weaknesses related to the employees to do a particular job, then we will talk about the performance appraisal, when we are evaluating the strengths and weaknesses of the employee.

But when we are talking about the strength and weaknesses of a particular job, then that we will talk about the job evaluation that is how the job evaluation has been done. So, we have to be very careful, whenever we talk about the job evaluation. Job evaluation is a method for identifying the training need assessment. And in which when we evaluate the job, then we understand that it is a very-very important job, then we have to design the training programme according to the strengths and weaknesses of that particular job is there.

Evaluation requires job information that is the, what type of the job information is there, so that job information comes through the job analysis, job description and job specifications. The knowledge of the evaluator that is the person who is evaluating that particular job, how much experience and aware and known for that particular job. A person from a cross field may not be necessarily equally good, a person with a specialisation and expertise, then definitely, he will be able to, he is supposed to be more competent that to evaluate that particular job.

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And for this purpose there will be the different, like logbook will be there, document will be logbook, document will be the HR manual, document will be the appraisal reports specially, all these will create the particular information about that particular job. Whenever, we talk about this particular context, then in that case the first and foremost in job evaluation, that is what the company's purpose is? For what purpose a particular employee is working in that particular job.

So, if the job in the context of the company is how relevant and how useful it is, and that will create the company is clear about the job evaluation. Then, financial structure of that particular job, that is the how much the investment is there and how much is the ROI, return on investment of that particular job, how much we are paying to do that particular job and when the job is performed what is a return to the organisation by the particular job, that will give importance.

3rd context for the job evaluation that will be the structured. That is in the organisational structure, where the job and that is will determine its importance that is what the importance of that particular job is? Next is the ownership, that is the does the particular job creates an ownership among the employees. If employees perform in their particular job and they create an ownership in that, then definitely it is highly valued job is there. But a job in which the ownership is not there, the highly weightage will not be given to that particular job.

Organisation culture and sector, that I already mentioned, that is whenever we talk about the manufacturing, manufacturing the products and jobs, they are given very much importance.

While in case of the FMCG, there will be the marketing and sales job which will be given more importance and then also the sector that is which industrial sector. For example, there was a boom for the IT sector, so every job in the IT sector, they were highly evaluated. Then whenever we talk about the pharmaceutical sector, in pharmaceutical sector, during pharmaceutical sector the research, the research is becoming very-very important.

If we talk about the academia, then in academia also you will find that is the faculty's job that is becoming very-very highly important. So, these types, these are the certain examples which I will talk about that is the how the job evaluation can be done. The sector characteristics, already I have discussed, that is the pharmaceutical, FMCG, manufacturing, hotel industries, hospitals, academia, so these are the sector categories are there. And in that context, which job is becoming more important and that already some examples I have given.

Now, when we talk about the job, another company purpose and job purpose, right, that becomes very-very important. When we talk about the dimensions of the job, the dimensions of the jobs are, there are many dimensions can be there. So, there can be the even the semiskilled jobs. So, such type of jobs that will require the operational skills but no qualifications necessarily is required. While the very skilled job is there, the professional qualification with the operations specialisation, that is required, combination of both is required.

And if the highly important job is there, then accountability will be also very high. So, in the context of the management when we talk about, the managerial positions, then the accountabilities will be the output, the results. And here is interesting to note, that is a particular job is the person who is working, that job only is not responsible for the output. There are certain relevant and connected jobs are there. So, whatever job we do and the before and after and the above and below, all these dimensions, that will create the value to the particular job.

So, if this is the job which is there, and then when we talk about the accountabilities, these particular job requires a support from all the dimensions. The previous Department, previous sections and the sections to this particular jobs, the job work is to be noted, or the person who is working, the job which is to be supported by, like a technical job, machinery job which will be requiring the support facilitating job is there. So, all these dimensions, that is required to be consideration in this particular context. If that is there, then in that case it will be found that there is accountability of that particular job is very-very high.

Nature of job and the ownership that becomes very-very important if I want to connect the job with the context, then the accountability creates the ownership of that particular person. So, when we are making the job evaluation, so we have to also a trainer, what a trainer has to see from this particular slide? The trainer has to see, that is the accountabilities, what type of accountabilities this particular job is carrying. Authority and responsibilities, what is the job, this particular job is carrying.

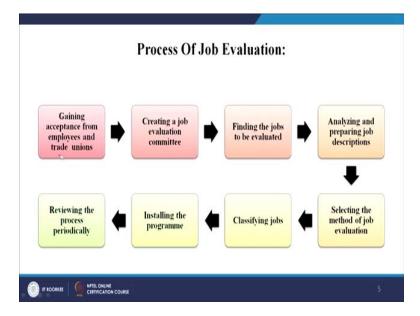
And if the authority and the responsibilities is very high, so then it is carrying the ownership. So, there is a direct relationship between the ownership and accountabilities. Higher the fulfilment of the accountabilities, higher is the ownership. Lower the fulfilment of the accountabilities, lower is the sense of ownership is there. And therefore in that case it becomes very important that you are making the relationship between the accountabilities and the ownership is there.

Next is about the skills, knowledge and experience that is required for a particular job. This particular job will be requiring, that is what type of the skills, knowledge and experience is required. If the skills, they are highly specific, they require a high degree level, then definitely in that case that particular job will be carrying the very high level of the evaluation. Now, when we talk about the knowledge level, earlier model I had mentioned, knowledge level 1, knowledge level 2, knowledge level 3, knowledge level 4 and knowledge level 5. If there are the 5 levels of the knowledge, then in that case it becomes very important, that is that particular job is highly evaluated job.

Experience, more experience is required, there is leadership positions, hire the experience, then that will create the more weightage into the job evaluation, that is yes this particular job requires at least this much years of experience and therefore it is becoming more accountable, then it is having the more responsibility and authority. There are certain challenges are associated with each and every job. So, each and every job is required to be associated with a particular challenges and these challenges will be, right, it can come from the environment.

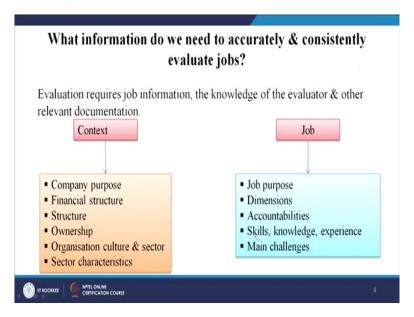
And if the environmental challenges are there, because of any social reasons, or legal reasons or technical reasons, then in that case those, these particular jobs which has to handle the more challenges and the level of challenges is very high, level of challenges is uncertain, level of challenges are unpredictable and then the job has to perform, have to handle those type of the main challenges, then definitely the job evaluation, that particular job will be having the high weightage.

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Now we will talk about the process of job evaluation. The process of job evaluation talks about, that is gaining acceptance from the employees and the trade unions that becomes very-very important. That is what sort of the particular job is accepted by the employees themselves and how the trade unions, they are making the acceptance of this particular job. If the job is accepted by the employees, job is recognised, then definitely we can have, creating a job evaluation committee. The job evaluation committee's job is to classify that particular job into the where it is to be placed. On basis of the finding, the jobs to be evaluated, right.

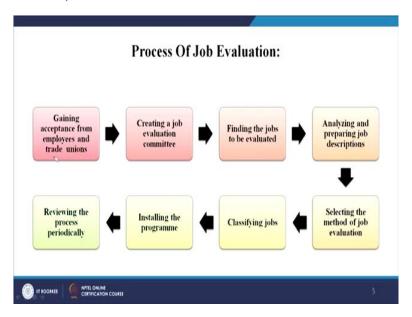
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So, therefore when the committee will talk about, that is these knowledge, skills, as we talk about in this particular previous slide, that is the knowledge, skills, experience,

accountability, this is becoming very important, that is whenever we talk about the accountability, the knowledge, skills and experience, then main challenges are also related to that particular job. Then, in that case it becomes very-very important that is how the job is to be evaluated.

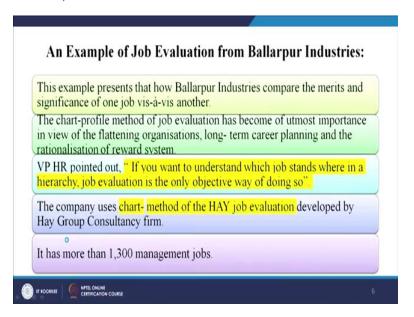
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Now on the basis of this, analysing and preparing the job descriptions. That is the job, as I mentioned in the beginning that this job analysis and job description. So, here it will be the preparing the job descriptions will be there. So, that job descriptions are to be taken into the consideration. These job descriptions will be giving the, selecting the method of job evaluation. So, whatever the job description comes, on basis of the job descriptions, we will decide about the job evaluation processes.

That is which method, which I will be talking about further, that is which method is to be used for the job evaluation. On methods of the job evaluation, we will classifying the jobs, that is whether it is high-level job or it is the skilled job or it is semiskilled job, unskilled job, engineering job, professional job, engineering professional job, managerial professional jobs, that classifying the jobs will talk about. Then installing the program and on basis of this the program will be installed and revering the process periodically and then accordingly the job evaluation process will be done.

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Now, here I would like to take an example of job evaluation from the Ballarpur Industries. This example presents that how Ballarpur Industries compare the merits and significance of one of the job vis-a-vis another is there. Now, you see that is the N number of jobs are there, every job is having the highly important task which is to be performed at whatever level is the job is there. Whether it is even the unskilled level of job is there, but every job is very highly important job for the overall organisation, because it is linked to another job.

In this industry what they have done, the chart profile method of the job evaluation has become of the utmost importance in view of the flattening organisations. Now, you see always it has been found that is whenever we talk about organisation structure, the every position that is job, the job and position, that has to be assigned with a certain authority and responsibilities are there. So, it has to be with the utmost importance in view of the flattening of the organisation. So, this flattening of the organisation, right, that has to be related with the authorities and responsibilities.

If authorities and responsibilities are to be provided, with this particular job, then definitely in that case, long-term career planning... Now, you see, that is the some people, they are interested only in the jobs, some people are interested into the career. So, how it makes a difference between a job and the career is there. Job is, that is whatever the person is doing, he is not much inclined towards the growth, he is feeling contented, he is feeling satisfied. Many a times there can be the examples of plateau in the organisation.

This type of the plateau in the organisation, they are not taking interest further and then whatever job they are doing, they are saying, okay, enough, this much I am getting and this is enough for my life and then they are not further interested in building their career. But when we talk about this particular job evaluation process, and especially in this industry is, they have talked about the long-term career planning are to be made.

Even in current situation, whenever the HR department has to plant, keeping in mind though that is the employee's turnover, he is in the young generation is very high and he is sticking to the one organisation may not be very long as compared to earlier, in the early days the employees were working for the long period of time.

Now, so therefore these long-term career planning, many times attract, attract for a certain class of the people, those who want to continue, because of their personal reasons in that organisation. If this is the situation, then in that case the career planning is to be made and in this career planning of the individuals, that will help to create the long-term career planning and organisations are there.

There will be the rationalisation of the reward system. Now, you see that is the industries are trying, like in this particular example of the Ballarpur Industries, what they have done, they have identified certain jobs and in the certain jobs there is a requirement of the long-term career planning because they have found there is a certain employee, there are certain jobs, the people those who are working in a particular job and they are not leaving the organisation like the other, some of the young people or the new generation child.

Rather then they are sticking to the jobs and there is a long-term career planning is required. And as a result of which if the person is continuing for the long-term, then definitely a reward system that has to be followed. And if the reward system is there, then in that case the retention of the employees, better performance at the current job, then the chances of the better performance that becomes very-very higher level. The VP HR pointed out here that is if of this particular Ballarpur Industries, if you want to understand which job tends wherein the hierarchy, job evaluation is the only objective way of doing so.

So, therefore in that case it is very-very important statement that is if you want to understand which job tends where in the hierarchy. So, therefore it is very important, the authorities, the responsibilities, ownership of that particular job, how much relevant and important to that particular organisation. So, job evaluation is the only key right, which is the way of doing so,

you will understand where this particular job tends. The company uses chart method of the HAY job evaluation they have led by the Hay Group Consultancy firm.

And in this particular organisation, what they have done, they have developed a particular chart and in this cart they have classified on the basis of these, sometimes the ranking of the job, that is which job is tends and where in a hierarchy. And on basis of their ranking and putting them in the nature of importance and accordingly there will be the reward systems are provided.

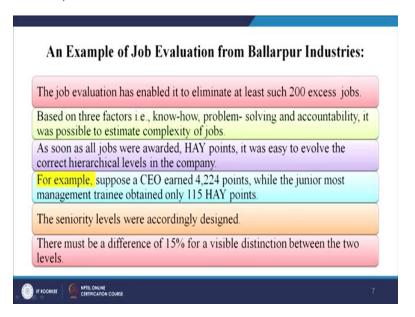
This Ballarpur Industries, it has more than 1300 management jobs are there. If so many jobs are there in a particular job, then definitely it becomes important, that is the how you are classifying their jobs, how you are making the reward system for the each and every job, how you are creating the knowledge, skill and ownership for that particular job and that is only possible with the help of job evaluation.

So, how it helps in the training needs assessment? Whenever when we are able to classify here, the nature of jobs, when we are able to understand the jobs, were the job tends, when we know the knowledge, skill and attitude is required, when we know about the ownership required to do this particular job, without an ownership this job cannot be successful. So, all these, while delivering this particular attributes that is the knowledge that is about the skill, that is about the transformation of the functions of that particular job or creating the ownership of the job.

And then if there are certain problems, so that need assessment, what does, need assessments, first outline that what is expected. So, these are the expectations of performance on basis of the job evaluation we talk about to do this particular job, these are the parameters, knowledge, skills, different dimensions of the job are to be performed, and the challenges in the job which are to be faced time to time, then ownership in the context of ownership needs to be created.

And if, this is the method which is to be found, then definitely in that case, that is we can make where the gap against these benchmarking parameters is? If these benchmarking parameters are performed, then definitely we can make the evaluation of the job and accordingly wherever there is a gap by performance of this particular job, then we can create the training programs on basis of this.

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The job evaluation has enabled it to eliminate at least such 200 excess jobs, right? Now, you see it is just like a GE, example of the GE also. In GE also, what is meant there, that is the number of jobs have been limited, not the person but the jobs have been eliminated because it has been found with the help of technology or by adopting the different methods, there are the number of jobs which are not required.

So there is no importance of this particular job and when there is no importance of a particular job, there is no need for providing the training for those particular jobs. So, job evaluation has enabled it to eliminate at least 200 such excess jobs in this Ballarpur Industries and hundreds of jobs in GE Electrical and in that case you will find that is the , it has created, that is the no training is required for these particular jobs. Based on 3 factors, that is know-how, problem-solving and accountability, it was possible to estimate complexity of jobs.

So, therefore that is how the job is to be done, that is the know-how of the job, the problem-solving of this particular job, that is how these problems are to be solved and what is important in solving this particular problem. And the accountability of that particular job, that is whether the person, how much he is accountable. And if the person's accountability is very high, then in that case it has to be found that where the job is standing and if the accountabilities are to be matched, problem-solving approach has to be done, then different training techniques are to be used.

So, for example the problem-solving, the case study methods, case study methods will be helping that is how the problems are to be solved. In case of the accountability, in accountability can be managed, in the case of with the help of business games. That is if one is failing into the accountability, then in that case it requires, that is a person has to develop that particular accountability is to be developed. So, it was possible to estimate the complexity of the job and accordingly the rewards are has to be managed.

As soon as all jobs were awarded Hay points, that is the particular for the problem-solving know-how, that is how this job is to be done and if the person is not able to meet a particular job, then what type of training is to be provided and accountability that is to be managed to estimate the complexity of the job. And Hay is making the certain points are there and it was easy to evolve the current hierarchical levels in the company on the basis of the accountability. So, therefore in that case in this way the evaluation of Ballarpur Industries, they are making this particular parameters of the evaluation of the job.

For example, example is, where nice example has been given here, suppose the CEO earned 4,224 points, while the junior most management trainee obtained only 115 Hay points looking into the accountability, responsibility, problem-solving and know-how. Then, accordingly whether the person is able to meet these points are not. And, if a particular employee is not able to meet, for example CEO is not able to meet 4,224 points, then in that case there will be the measurement that is where he is lacking and wherever the areas, the gap is there, for that purpose that training can be provided.

The seniority levels were accordingly designed, similarly the points come all the jobs were given certain points and the employees were supposed to achieve these points and whenever they are failing to achieve these particular points and the weightage or points and in that case those are the training areas, where the employees are to be trained. And there must be finally, there must be a difference of 15 percent for a visible distinction between the 2 levels. And naturally whenever we talk about the identifying training needs, then there has to be a certain gap, a minimum gap, then only we can design a particular training program.

And this level has been given by this particular industries, 15 percent. And every, every organisation can decide, that is if somebody is performing, what percentage is allowed to meet the targets and then if it is not meeting, then the training program can be designed and identified, that is what type of training programs can be provided? So, this is all about, that is identifying that training needs on the basis of evaluating the job, job evaluation and training best. Thank you.