Training Need Assessment
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Objectives

• At the end of the session participants will be able to
  – Explain TNA
  – Describe techniques of TNA
  – Perform/conduct TNA
What is TNA
Main source of TNA
Levels of TNA
Techniques of TNA
Task and competency analysis
Procedure of TNA
Who initiates TNA
Exercise
Training Need Assessment (TNA)

- The word ‘need’ itself implies that something / somewhere lacking or short fall

- What is needed?
- Why it is needed?
- and To whom it is needed? Are the fundamental questions and justified answers of these questions will eventually lead to the need based training
TNA Contd...

• TNA is one of the most important steps of overall training activities, specially at the designing phase of the training.

• The training need is a GAP between required competencies (KSA) for the present as well as future jobs and existing / available competencies (KSA) possessed by the staff on the organisation.

• Training need could exist at any time when an Actual Condition differs from a Desired Condition in the work situation of an organisation.
The Main Sources of TNA:

- External environment
- Vision / mission / objectives
- Policies / programmes/targets
- Employees transfer / promotion / performance appraisal
- Career path / job analysis / redesigning of job
- Grievances / accident / high rate of wastage
- New technology / new process / procedures
- Supervisor / manager / expert
Defining TNA at 3 levels

1. Organizational level
   (Where is training most needed? Department / Section / Occupational Group?)

2. Job/occupational level
   (What knowledge, skills and attitude are required for a particular job?)

3. Individual level
   (Which individual requires training and which particular KSA?)
Organisation level Analysis

• It is a macro level analysis

• It helps to identify general weaknesses of an organisation and ultimately it leads to need based training
Present and Future Training Needs at Organization Level

1. Present Training Needs:
   (Due to faults in the present situation)
   a. System Approach
   b. Symptoms Approach

System Approach:
- Technical System
- Financial System
- Organization System
- Social System
- Information System
Present and Future Training Needs at Organization Level (Contd…)

**Symptoms:**
- Low output
- High wastage rate
- Poor utilization of machine / equipment
- Frequent disputes / conflicts
- Low morale
- Overall low performance
- Customer complaints

**2. Future Training Needs** *(As a result of Change):*
- Technical Change
- Financial Change
- Personnel Change
- Legislation Change
- Political Change
Steps of TNA at Organisational Level

- Preparation for the assessment
- Collection of available information
- Interpretation of data
- Development of recommendation
- Preparing for implementation of recommendation
Job/occupational Level Analysis

At this level, one should study and analyze the job details (duties and responsibilities) and find out what short of KSA is required to perform that job properly
Jobs can be Studied for Analysis Purpose by:

• Direct observation
• Questioning the jobs holders by interviewing
• Questioning the job holders boss by interviewing
• Questionnaire survey
Individual Level Analysis

At this level we have to identify which particular individual needs training? And which particular; at area?

*Remember*; only individual learn and they have training needs.

Always try to distinguish between individual *wants* and *needs*. 
Simple Techniques for Training Needs

• Observation / Supervision
• Performance Appraisal
  - Formal
  - Informal
• Job Description
• Problems
• Opportunities
• Questionnaires
Simple Techniques for Training Needs (Contd..)

- Group Discussion (focused)
- Interview
- Long range organization plan
If training is the answer...

- Formal training
- Self study
- Technology based
- Job related/ workplace approaches
Steps in Task Analysis

- Break job into major functions
- Break functions into major tasks
- Break tasks into steps
- Identify training outcomes
Who initiates the Identification of training needs?

- **Managers** – recognize needs due to dept performance results, individual performance appraisals, future plans, new equipments & systems
- **Employees** – to improve current performance or to prepare for other jobs
- **Staff dept** – from activities such as employee opinion surveys, exit interviews, succession planning, budget reports etc.
- **Training employees** – Through training courses & performance surveys
- **External Consultants** – As part of organizational study projects, performance assessments
Thank You!