

## Quadrant II – Notes

**Paper Code: COG131**

**Module Name: Training Needs Assessment**

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### **IDENTIFICATION OF TRAINING AND DEVELOPMENT NEEDS**

In a company there will be different job positions. For each job position, basis the functions and responsibilities expected performance will be identified. Thereafter the actual performance of the employee will be calculated. The difference between actual level of job performance and the expected level of job performance indicates a need for training. The identification of training needs is the first step in designing an effective training module.

#### **SOURCES FOR IDENTIFYING TRAINING NEEDS:**

To identify training needs, information from different sources is used.

- 1. Job Profile Analysis**
- 2. Analysis through professional training consultants**
- 3. Analysis through a pre- training survey**
  - a) From employees**
  - b) From Superiors**

### **TRAINING NEEDS ASSESSMENT**

Training needs assessment is the method of determining if a training need exists and if it does what training is needed to fill the gap. It is a systematic method of analyzing the performance deficiencies and the ways and means of making good such deficiencies. A Training Needs Analysis helps to put the training resources to good use.

According to Allison Rossett, “ Training need assessment is a systematic effort that we make to gather opinions and ideas from a variety of sources on performance problems or new systems and knowledge”.

### **APPROACHESFOR TRAINING NEEDS ASSESSMENT**

#### **1. Organisational Analysis**

Organisational analysis focuses on strategic planning, business needs and goals. It starts with conducting SWOT analysis; the assessment of internal environment and external environment.

## **2. Task / Job Analysis**

This approach requires a detailed analysis of tasks performed by different individuals. The job analyst gathers information on the tasks required to be done plus the tasks that will be required in the future. Task analysis examines the skills, knowledge and abilities required to perform a task.

## **3. Individual Analysis**

Individual assessment involves how well an employee is doing a job and determines an individual's capacity to do a new or different work. Individual assessment provides information on which employees need training. Here training needs are identified based on the performance evaluation, competency assessment, customer feedback, peer appraisal etc.