
Identifying Training Needs – A Study of certain key issues

*Mr. Prashant Mulay

** Dr. Nitin Ghorpade

Introduction:

A worker or an employee who work in an organization requires training in somewhat other form. It is established fact that training is essential input for development. Similarly for inculcating the spirit of excellence training is vital input. There is a definite distinction in training and learning. Training is much broader comprehensive term than learning. Training includes learning, understanding and attitude formation as well as skill development. One may start learning at particular point of life. However in organizational life training cannot be stopped or ignored. Training enjoys its importance due to continuity of change, influence of various internal and external factors as well as adoption of different process and system by management.

In the early days training was considered as functional program useful merely for skill development. This was a narrow approach and required modifications. Mere learning new skills or methods of doing a particular job are not objectives of training. Training is not just offering skills in restricted manner. Further more training is offered is not only for hand but also for brain. Therefore a different view has to be adopted when it comes to Training. As said earlier training is process of learning, understanding and adoption. As such every worker or employee or manager cannot be trained by using one singular or unique method of training. Similarly every type of worker will not require same type of training to enhance his skills. With different type of job profile and different types of work sets, training needs also differ. We require different methods and approaches to train people. Therefore identifying right type of training needs and offering appropriate training inputs is the crucial aspect of training and development policy. How training should be offered, what methods of training should be used, are the issues that cannot be simply addressed by mere examination of job profile. Hence in depth analysis of training needs become core issue. In this paper author made an attempt to throw light various aspects of training need identification and analysis.

Problem Statement:

Organizational development has now become a key aspect of business development policy. Management of every business, whether small or large, usually thinks of effective methods of organizational development involves various aspects. Adopting suitable training and development policy is one core aspect of this policy. However developing suitable policy for satisfying employee's development is an expensive and lengthy exercise. Unless and until specific efforts are made for identification for training needs and planning is made to offer appropriate training inputs, purpose of training may not be rightly achieved.

Different approaches to identify training needs:

Organizations, depending upon their specific requirement, undertake these exercises and develop training policies. What are the approaches to identify training needs is the subject matter of this paper, hence the title of paper is "Identifying training needs- study of certain key issues "

Relevance of Topic:

Training needs identification Is a issue related with organization's psychology and organization's development. Manpower planning is a process where training occupies a central position. Organization's analysts look at training as central aspect of organizational development policies. From Asst.

their point of view right training policies offer better opportunities of employee development and fulfill the objective of organizational development.

Identification of training needs as a matter of organization's policy, manpower planning and human resources management function has relevance for following reasons-

*Prof., Annasaheb Magar College, Hadapsar, Pune

**Principal, Prof. Ramkrishna More College, Akurdi-, Pune

1. Cost of training is increasing day by day
2. Now a day's training is not considered as ornamental exercise in Human Resource Development.
3. The threat of growing attrition rate has posed many problems regarding retention of employee. Forming right attitude and cultivating sense of belongingness towards organization are the things only training can enrich.
4. Now a day's policy of Human Resource Development has gained financial importance also. Human Resources are considered as assets. Naturally, expenditure on training is considered as investment. Every improvement in productivity, efficiency and attitude is treated as return on investment. From this point of view, training becomes part of long term organizational development policy.

Review of Literature

A good number of experts and researchers have contributed heavily on Training needs identification and evaluation.

Frances and Roland Bee (1994) have identified what are business needs, how to identify training needs and how to specify training needs. Authors have further elaborated on translation of training needs into training actions and planning for good TP. The last focus of book is on evaluating TP on various parameters.

Similarly Ferdinand R(1988) has evaluated management training needs in his article 'Management Training Needs Analysis'. The focus of author is on what various aspects of training and how to analyze training needs. Similar approach is seen in the writing of Kubr(1989) and Mager(1994). Tom Holden(2002) elaborated process of training needs analysis and also suggest different evaluation techniques to confirm success of training needs analysis.

Objectives of the study

1. To understand important aspect of providing training to employee.
2. To identify prevailing trends in training need identification.
3. To justify adoption of new methods of training need identification.
4. To examine environmental and organizational factors of training need identification.
5. To consider implications of training need identification on successful implementation of training need program.

Objective 1:

Training is essential input for employee development. However employee development term is very comprehensive and all pervasive. It covers a set of variables both direct and indirect influencing the triad of employee behavior.

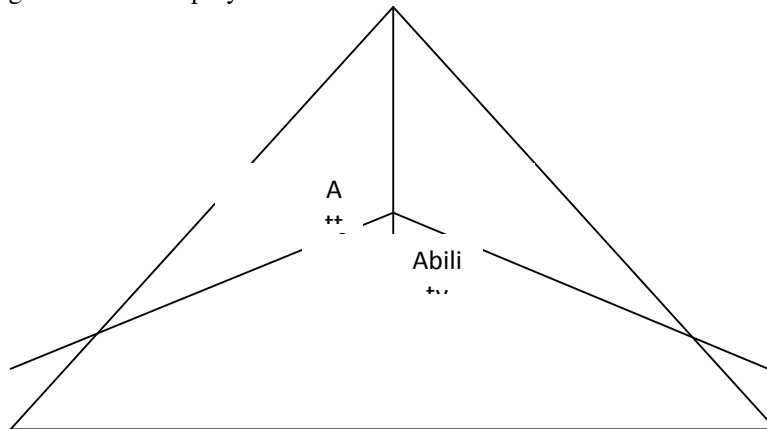


Diagram 1: Triad of Employee Behavior

Basic purpose of training is to improve the employee performance in three areas as stated in triad. However it is noticed that most of training program concentrate on particular aspect of training such as attitude, abilities or skills. Hence purpose of training in totality is not achieved. Most of training program fail to deliver desired result due to lack of understanding of the purpose of training and its implications on employee behavior. Narrow focus, inappropriate teaching methodology and improper

understanding of employee behavior and organization's expectations result in failure of training programs.

Objective 2:

Many organizations have realized that system of training need analysis fails due to various reasons. Training need analysis is normally required, when drivers of organizational changes are more important and dominating. Like tide, organizations also have ups and downs. The organization's upheaval and training need identification has a close relationship.

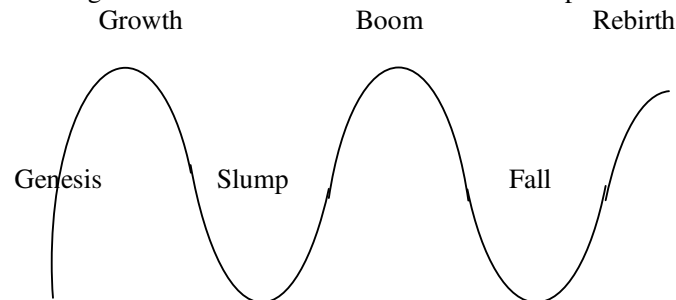


Diagram 2 : Organization's Upheaval and Training need identification

During different phases of organizational cycles, we came across different situations. As Organizational expectations from employees varies, the purpose of training changes. Following table explains this point well.

Table 1 : Training Needs and Phases of Development

Genesis	Growth	Slump	Rebirth
<p>Training needs are simple and driven basic skill enhancement.</p> <p>Training needs in this period are-</p> <ul style="list-style-type: none"> • Identification of skills required • Development of team spirit • Goal awareness • Creating organizational commitment 	<p>Training needs changes significantly. This is the period organization thinks in terms of expansion, achievement and growth. Training needs in this period are-</p> <ul style="list-style-type: none"> • Developing awareness about organizational culture • Target orientation • Competence and caliber enhancement • Leadership mindset 	<p>This is a period of organizational crisis and critical situation. This is a difficult point in the journey towards excellence. Training needs in this period are-</p> <ul style="list-style-type: none"> • Understanding crisis • Developing positive attitude • Knowing organizational culture • Skill building • Conflict resolution • common skill building 	<p>Rebirth is a phase where organization revives its spirit of victory. It regains its confidence and comes out of its critical phase. In this phase organization starts thinking in terms of expansions, identification of new market, development of new product and ways and means to expand its market skills. Training needs in this period are-</p> <ul style="list-style-type: none"> • Understanding innovations • Creative thinking of excellence. • Acquisition of new skills • Technology adoption • Conflict resolution • Attitude change

Objective 3:

Purpose of training need identification is to know how spirit of change is inculcated. It is not possible to improve organizational performance unless and until we know how training improves employee behavior, attitude and performance. Training need analysis helps to answer certain questions which are –

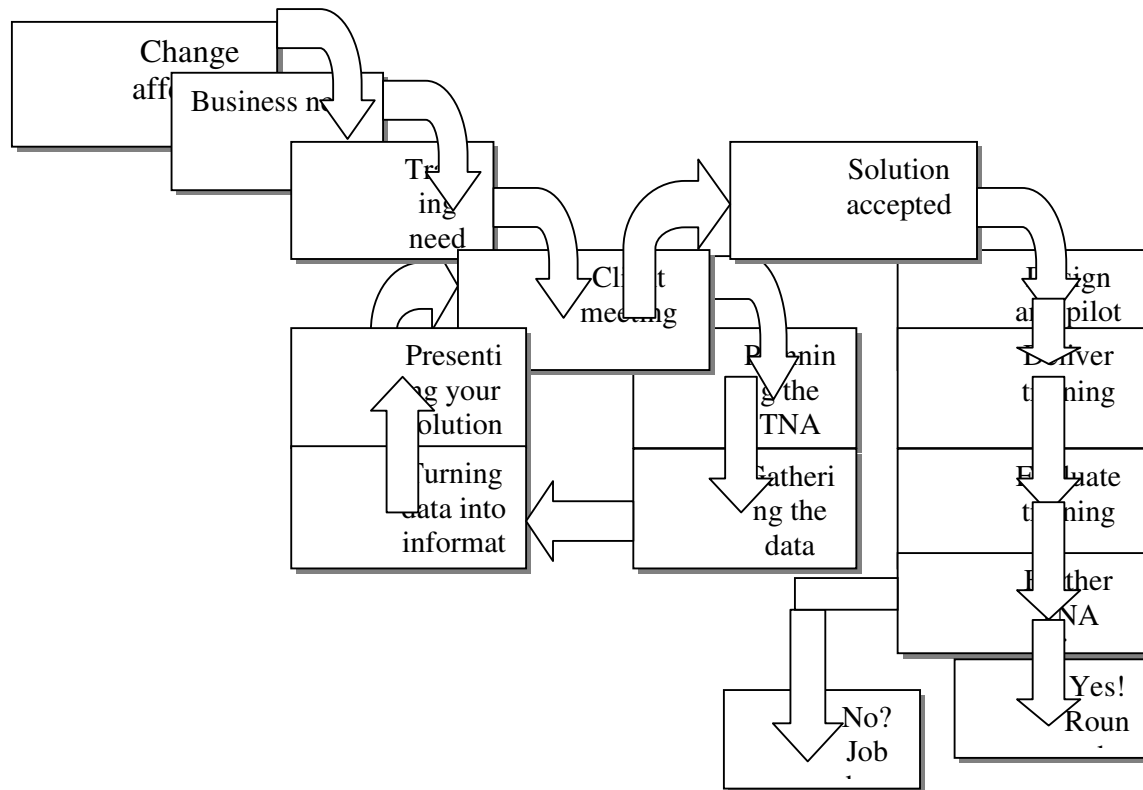
1. What caused a need in the first place?
2. How was the need recognized?

3. What is the business need?
4. What results are expected?
5. When are the results expected?
6. How will they be measured?
7. Is there sufficient data for evaluation to take place?
8. Will it be possible to demonstrate a return on investment?
9. What is the training need?

Various factors influence organizational training need analysis

1. Economical
2. Political
3. socio-cultural
4. Technological

Whenever a training program is designed organizer has to keep in mind all these factors. Tailor made training program or stereotype training methods fail for not focusing on relevance and applicability. Therefore while selecting appropriate training method every organization takes into account all these factors and drivers responsible for selecting a particular method. Tom Holden has given a simple flowchart explaining training need analysis.



Unless and until method selected meet these requirements, its chances of success become remote. Hence selection of training method is not simple as it appears. Following determinants influence selection training methods –

1. Kind of organizational system
2. Philosophy of organization
3. Socio economic back ground of targeted employee
4. Educational and professional qualification
5. Knowledge and competence level
6. Nature of task to be perform
7. Association of task with purpose of organization
8. Nature of co ordination and communication system
9. Factors influencing employee behavior

Objective 4:

Training need identification is influenced by various internal and external factors. Successful training method is one which meets the requirements of all these factors.

The external factor usually include –

- 1.State of economy
- 2.An inflation growth rate

Thus it can be seen that employee behavior, organizational culture, work system influences selection of training methods. A sound and systematic training need analysis becomes essential for success of particular training program.

Objective 5:

Training program turns successful only when training need are rightly identified. Unfocused and directionless training program may bring in short term success and temporary changes. However, long term and permanent changes in attitude cannot be brought without appropriate correlation between training need identification and development of suitable training methods based on these identification exercises. Successful and efficient training program usually emerge as a result of proper training need identification. It is necessary for organization before thinking of enriching human resource by implementing training program. It must identify what are the constituents of effective training program and how these constituent are associated with training need of employee.

Training is not expenditure but an investment which gives long term and consistent return. Therefore training need analysis is basic step towards human resource development.

Conclusion

In this paper author has laid down five objectives associated with TNI. How these objectives justify assessment of Training Needs is discussed in this paper by evaluating these objectives. In discussion it is noticed that unless and until an organization pays due attention to the process of TNI it cannot improve the quality of TP. The success of TP solely depends on TNI and improving input of training by understanding role of program. In most of cases, appropriate TNI resolves many functional issues related with designing, execution and implementation of TP. Therefore the primary task before management is always to develop appropriate TNI.

References:

1. Training Needs Analysis and Evaluation.(1994) Frances and Roland Bee.
2. Employment Department.(1991) Investors in People- *The National standard, No 1*. Employment Department, Sheffield.
3. Ferdinand R.(1988)' Management Training Needs Analysis(TNA).'*Industrial and commercial Training*. Vol. 20, No. 5, September/ October. pp 27- 31.
4. KUBR M and PROKOPENKO J .(1989) *Diagnosing Management Training and development Needs: Concept and techniques*.ILO, Geneva.
5. Dr.M.A.Raffey (2012) “ Recent trends and Financial Innovation in banking sector in india” worldview of development challenges & alternative paradigm: 82-86
6. Dr.M.A.Raffey & Manjari Hiriyanya (2012) “Interest Free banking window in india in global economic downturn’ Interest Free banking as a means of inclusive finance in india:89-92
7. Dr.M.A.Raffey (2013) “A study of E-commerce:challenges and opportuines and its application in Indian industries in era of globalization” *International journal of Management and Economics* Vol.1, 8. No.11, November 2013:150-154
9. Sarwade W.K, (2011) "Brand Preferences and Consumption Pattern of Edible Oils in Maharashtra State", 2011 International Conference on Economics and Finance Research, IPEDR vol.4.IACSIT Press, Singapore, pp 330-334
11. W.K.Sarwade(2009) Consumer behaviour and marketing trends of consumer durables in Aurangabad district, *International Journal of Commerce and Business Management*,Vol. 3 Issue 1,pp.129-133
12. Sarwade W.K (2012), “Conceptual Development Of Green Marketing In India”. *Journal Of Engineering Technology And Management Science*. Vol.1, No.2.

#####