



BHARATHIDASAN UNIVERSITY
Tiruchirappalli- 620024,
Tamil Nadu, India

Programme: M.A.,HUMAN RESOURCE MANAGEMENT

Course Title :TRAINING AND DEVELOPMENT

Course Code : 22HRM2CC10

UNIT – II

Training Needs Analysis

Dr. T. KUMUTHAVALLI

Associate Professor

Department of Lifelong Learning

Task and Performance Analysis

Task Analysis

Breaking down job roles into specific tasks, identifying the knowledge, skills, and abilities (KSAs) required to perform each task effectively.

Performance Analysis

Evaluating current performance against desired performance standards to identify gaps and areas for improvement.

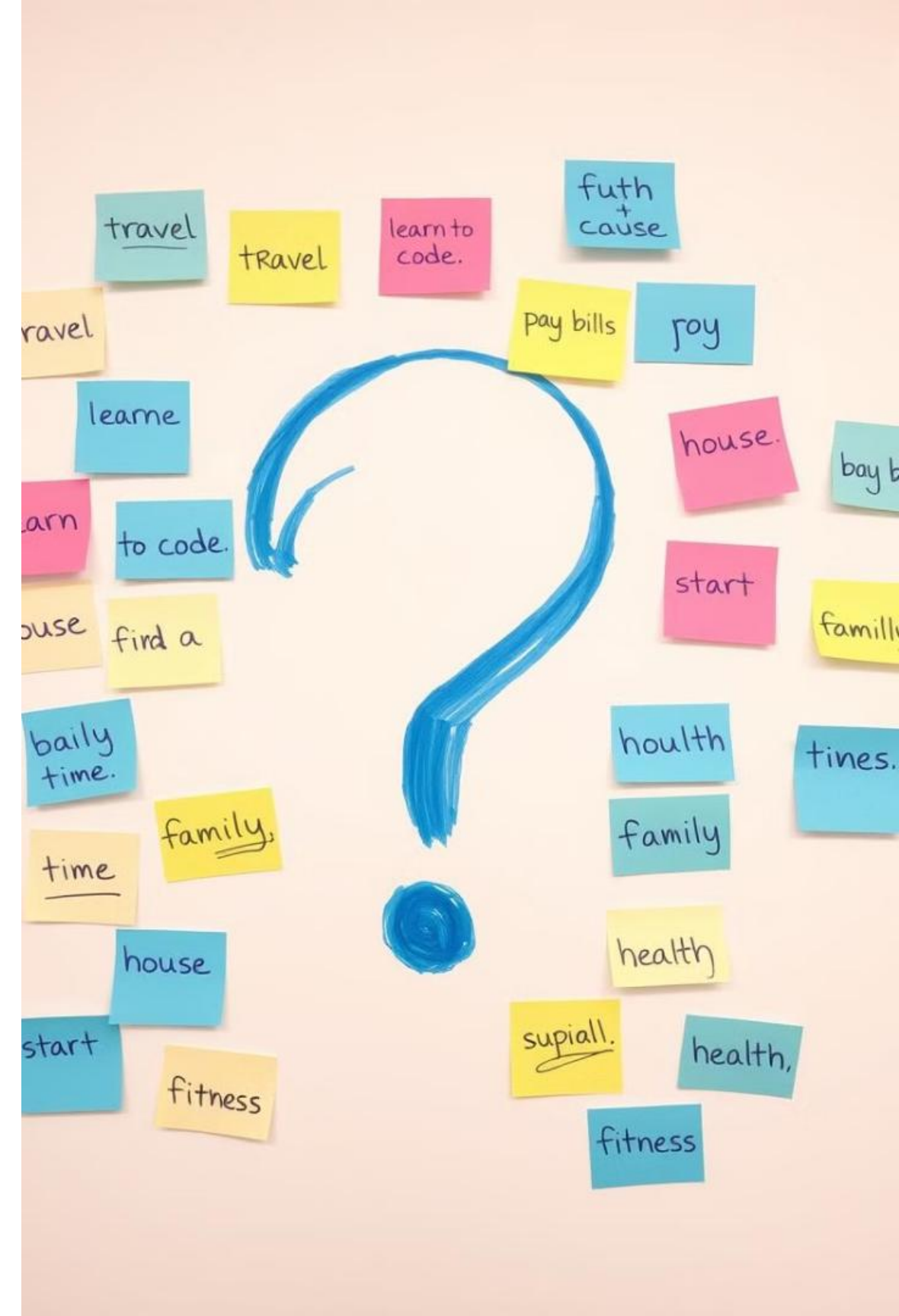
Needs Assessment

1 Identify training needs

This involves gathering data from stakeholders through surveys, interviews, and observations to identify the training needs of individuals and the organization.

2 Prioritize needs

This involves prioritizing the most pressing training needs based on their impact on performance, safety, and organizational goals.



Training Needs in a Changing Environment



Technological advancements

Training must adapt to evolving technologies, digital tools, and new ways of working.

Market shifts and competition

Organizations must respond to industry trends, competitive pressures, and changing customer demands.

Global and diverse workforce

Training programs need to accommodate a diverse workforce with different cultural backgrounds and learning styles.

Setting Objectives and Targets



Specific and Measurable

Clearly define what trainees should be able to do after completing the training program.



Achievable and Relevant

Set realistic goals that are aligned with the identified training needs and organizational objectives.



Time-bound

Establish a clear timeframe for achieving the training objectives and measure progress along the way.



Strategies and Techniques for Effective Training

1

Interactive Learning

Engaging trainees through activities like simulations, case studies, and role-playing to enhance knowledge retention and practical skills.

2

Technology-Enabled Training

Utilizing online platforms, mobile apps, and virtual reality simulations to deliver engaging and accessible training experiences.

3

Mentorship and Coaching

Providing individual support and guidance through mentors and coaches to accelerate learning and development.





Evaluation of Training

1

Evaluation Approaches

Using formative and summative evaluations to assess the effectiveness of training throughout the process.

2

Evaluation Instruments

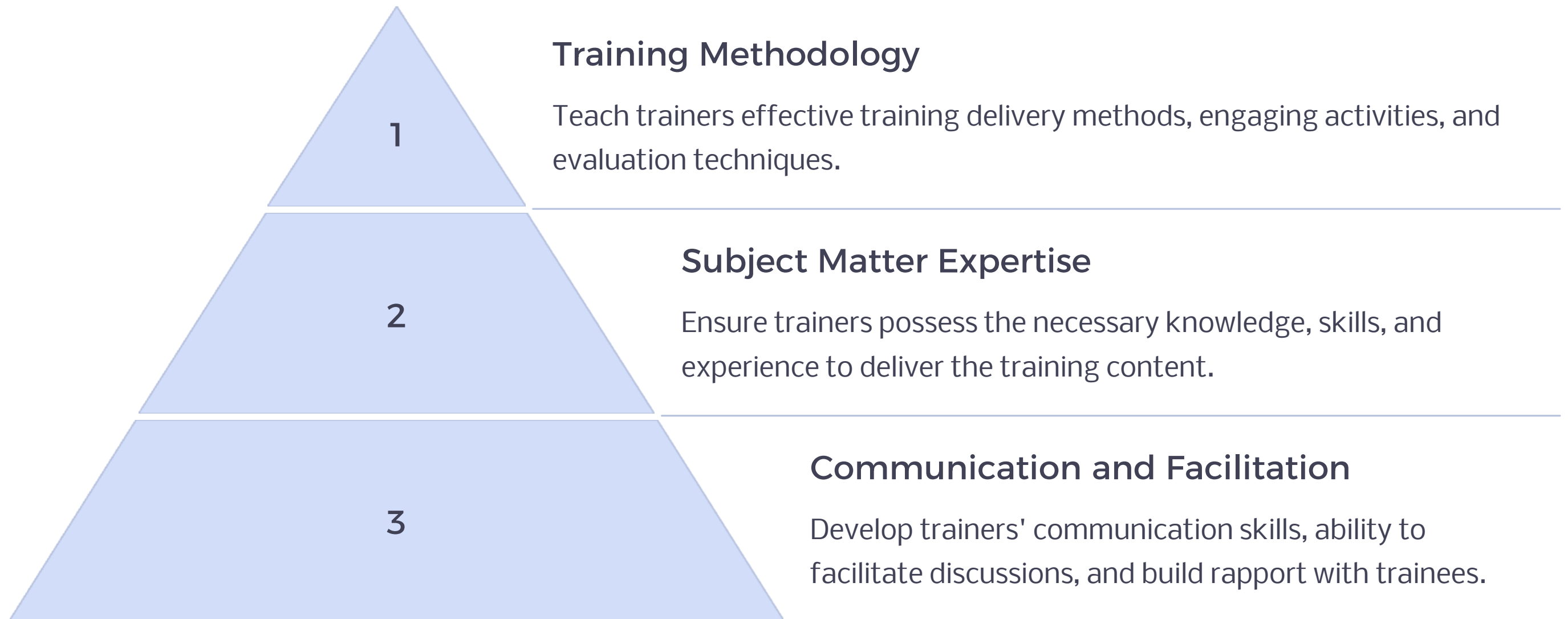
Leveraging pre-tests, post-tests, surveys, and performance assessments to gather data on learning outcomes.

3

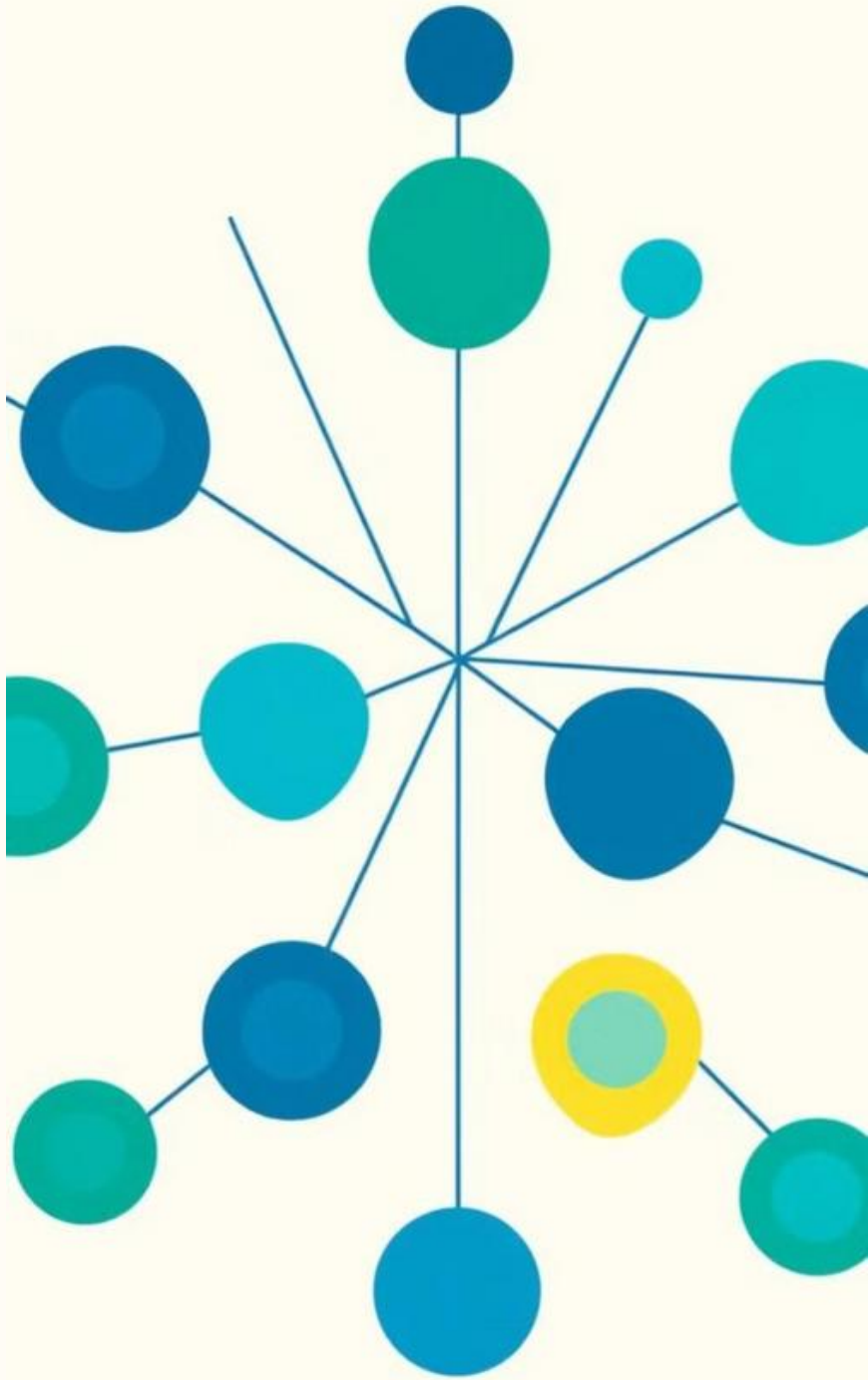
Reporting and Feedback

Analyzing evaluation data to generate reports and provide feedback for continuous improvement of the training program.

Training the Trainer



Training Needs Analysis



Task and Performance Analysis

Task Analysis

Breaking down tasks into smaller steps, identifying the knowledge, skills, and abilities needed for each step. For example, analyzing the steps involved in customer service to identify the skills required.

Performance Analysis

Evaluating current performance levels to identify gaps between desired outcomes and current capabilities. For example, reviewing sales data to see if there are areas for improvement.

Needs Assessment

Identify Gaps

Determine the difference between current performance and desired performance, focusing on specific skills and knowledge.

Prioritize Needs

Rank the identified gaps in importance based on their impact on overall business objectives.

Develop Training Solutions

Design training interventions that address the prioritized needs, using a variety of methods and techniques.



Training Needs in a Changing Environment

1

Adapting training content to address emerging technologies, market trends, and customer demands. For example, incorporating new software features in a customer service training program.

2

Develop skills and knowledge that enable employees to adapt to change and embrace innovation. For example, teaching employees how to use new software programs.

3

Prepare employees for future challenges by anticipating industry trends and building skills for emerging roles. For example, providing training on artificial intelligence or data analytics.



Setting Objectives and Targets

1 Specific and Measurable

Clearly define training goals that are specific and quantifiable. For example, increasing sales conversion rates by 10%.

2 Achievable and Relevant

Set realistic targets that are attainable and directly aligned with business needs. For example, improving customer satisfaction scores by 5%.

3 Time-Bound

Establish clear deadlines for achieving training objectives. For example, completing the training program within 3 months.





Strategies and Techniques



Lectures

Traditional format that involves delivering information to a group of learners. Useful for conveying foundational knowledge.



Workshops

Hands-on training sessions that provide practical skills and experience. Ideal for developing specific skills.



Simulations

Real-world scenarios that allow learners to practice skills in a safe and controlled environment. Useful for building confidence and decision-making abilities.



Mentoring

One-on-one guidance and support provided by experienced professionals. Excellent for developing leadership skills and building relationships.



Evaluation of Training

1

Pre-Training Assessment

Measure baseline knowledge and skills before training to identify areas for improvement.

2

Post-Training Assessment

Evaluate knowledge and skill gains after training to assess learning effectiveness.

3

On-the-Job Performance

Monitor performance in real-world settings to assess the transfer of training to the workplace.

4

Return on Investment

Measure the financial benefits of training, such as increased productivity or reduced errors.

Evaluation Approaches





Evaluation Instruments

5

Surveys

Gather feedback and opinions from learners.

2

Tests

Measure knowledge and skill acquisition.

1

Observations

Monitor performance in real-world settings.

3

Performance Reviews

Assess on-the-job performance over time.

Task and Performance Analysis

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Training the Trainer

