



NPTEL ONLINE CERTIFICATION COURSES

TRAINING AND DEVELOPMENT

DR. S. SRINIVASAN

ASSISTANT PROFESSOR, VGSOM, IIT KHARAGPUR

Module : 3

Lecture 11: Concept and Importance of Training Need Assessment

TRAINING AND DEVELOPMENT

This lecture session will discuss on the concept and importance of Training Need Assessment.

Introduction

In organizational management, planning plays vital role. Being a part of management function, planning helps to manage design employees' training effectively. There are two parts of planning for training.

- Training need assessment, and
- Planning of Training.

Here we will discuss about Training Need Assessment.



Concept of Training Need Assessment

Training need assessment is a process that identifies the present level of knowledge, skill, and competency and compares it with the required or established levels within an organization.

- TNA seeks to identify accurately the levels of the present situation in the target surveys, interview, observation, secondary data and/or workshop.
- The gap between the present status and desired status may indicate problems that in turn can be translated into a training need.



Training Need Assessment

A needs assessment is the process of identifying the "gap" between performance required and current performance. When a difference exists, it explores the causes and reasons for the gap and methods for closing or eliminating the gap. A complete needs assessment also considers the consequences for ignoring the gaps.

Training Needs = Desired Capability - Current Capability of Employees

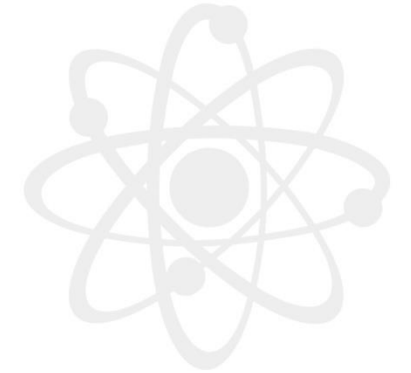


Purpose of TNA

To identify dissatisfaction with the current situation and desire for change as similarities among the requests. Each request implies that a gap or discrepancy exists between what is and what could be or should be. A learning or performance gap between the current and desired condition is called a need.

TNA aims at the following situations.

- ❖ Solving a current problem
- ❖ Avoiding a past or current problem
- ❖ Creating or taking advantage of a future opportunity
- ❖ Providing learning, development or growth



TNA Purpose

Another purpose is to tie the performance deficiency to a working need and be sure the benefits of conducting the training are greater than the problems being caused by the performance deficiency.

Conduct two types of analysis to answer this question:

- (1) needs versus wants analysis and
- (2) feasibility analysis.



Purpose of TNA

It is carried out on a particular segment of employees or people to learn about as much as possible about those involved with deficiency and how to customize a training programme to capture their interest and gap.

Level of TNA

❖ Organizational assessment

It evaluates the level of organizational performance. An assessment of this type will determine what skills, knowledge, and abilities an agency needs. It determines what is required to alleviate the problems and weaknesses of the agency as well as to enhance strengths and competencies.

Organizational assessment takes into consideration various additional factors, including changing demographics, political trends, technology, and the economy.





Level of TNA

❖ Occupational assessment

It examines the skills, knowledge, and abilities required for affected occupational groups. Occupational assessment identifies how, and which occupational discrepancies or gaps exist, potentially introduced by the new direction of an agency. It also examines new ways to do work that can eliminate the discrepancies or gaps.

❖ Individual assessment

It analyzes how well an individual employee is doing a job and determines the individual's capacity to do new or different work. Individual assessment provides information on which employees need training and what kind.



Importance of TNA

Importance of training need assessment are as follows:

- ❖ Identify knowledge gap
- ❖ Good use of training resources
- ❖ Avoid wasting time on irrelevant contents
- ❖ Review of current and past training
- ❖ Helps to prioritize training needs
- ❖ Communicating the results to higher management



Importance of TNA

❖ Identify knowledge gap

It is the fact that it can help identifying any knowledge gaps of the employees to take up as potential problems and tackle it head-on rather becoming aware of the skill gap.

❖ Good use of training resources

Training need analysis will help to who is need to what kind of training

Advantages of TNA

The advantages of Training needs assessment are as follows

- ❖ It helps it to determine the employees who need training through performance evaluations, self-assessments, focus groups, customer feedback, etc. Identifying employees who require training helps to meet their learning needs and assist in their professional growth.
- ❖ It helps to identify performance gaps. It encourages both existing and new employees to take competency assessments to know the need for training and the areas which should be targeted.



Advantages of TNA

- ❖ It helps to direct resources to priority areas to meet business goals. It also helps in preventing unnecessary training and thus saves money and time.
- ❖ It helps to improve the efficiency and productivity level of an employee. The workforce will be able to gain competence and become more productive. This will ultimately improve employee engagement and boost employee morale



Advantages of TNA

- ❖ It helps to improve the quality of services. The training helps to meet the desired goals
- ❖ It helps to train the right employee for the right job with the right approach
- ❖ It helps to collect qualitative and quantitative data
- ❖ It helps to prioritize training needs so that employees can become innovative, efficient and innovative in their jobs.
- ❖ It helps to achieve a higher return on investment
- ❖ It provides an opportunity for learning and development through proper training



Disadvantages of TNA

- ❖ Training assessment is a time-consuming process. Developing surveys and assessments and completing them will take lots of time and effort that can be spent on other important matters.
- ❖ The training in itself is also considered time-consuming as it will be conducted during office hours that will waste a good chunk of the employee's working hour.

Disadvantages of TNA

- ❖ Training assessment is very expensive. It might require multiple sessions and this will prove expensive for the organization and if it hires the third party for conducting assessments even then it will prove costly.
- ❖ By the time a training assessment is completed, the business needs might change and in that case, it will not prove effective

REFERENCES

- Aswathappa, K.(2014). Organisational Behaviour, Text, Cases Games. Himalaya Publishing House, Mumbai
- Berkowitz, W. (1982). Community impact: Creating grassroots change in hard times. Cambridge, MA: Schenkman Publishing.
- Cox, F., et al., (Eds). (1987). Strategies of Community Organization. (4th ed.). Itasca, IL: Peacock Publishing.
- Fawcett, S., et al. (1994). Preventing adolescent pregnancy: An action planning guide for community based initiatives. Lawrence, KS: University of Kansas.
- Neuber, K., et al. (1980). Needs assessment: A model for community planning. Beverly Hills. CA: Sage Publications.
- Noe, R.A & Kodwani, A.D. (2019). Employee Training and Development, Mc Graw Hill, Chennai.
- Bingham, T., and Corner, M. (2010). The New Social Learning, Alexandria VA: ASTD Press.



CONCLUSION

This part of lecture session has given clear picture on the concept, level, importance, advantages and disadvantages of training need assessment with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of training need assessment.





**THANK
YOU !**



NPTEL ONLINE CERTIFICATION COURSES

TRAINING AND DEVELOPMENT

DR. S. SRINIVASAN

ASSISTANT PROFESSOR, VGSOM, IIT KHARAGPUR

Module : 3

Lecture 12: Steps and Process of Training Need Assessment

TRAINING AND DEVELOPMENT

This lecture session will discuss on the steps and process of Training Need Assessment (TNA).



Introduction

Training can fix the performance deficiency or suggest other remediation whether training is not appropriate or to conduct performance analysis to identify what skill deficiency is required to fix be a training remedy.



Steps of TNA

The processes of Training Needs Assessment can be divided into five steps:

- i) Identify problem and needs;
- ii) Determine design of needs assessment;
- iii) Collect data;
- iv) Analyze data; and
- v) Provide feedback.



Steps of TNA

i) Identifying problem and needs:

In this step setting of objectives for TNA, determining organizational context (policy, goal, roles & responsibilities), performing gap analysis are done systematically.

ii) Determining design of needs assessment:

In this stage, identifying target groups to be trained, interviewees, methods and schedule are finalized. Determining persons in charge of TNA from the task force members.

Steps of TNA

iii) Collecting data:

In this stage questionnaires are administered, and interviews conducted, reviews of documents on existing training and observance is made on the people at training and work.

iv) Analyze data:

This step is dealt with both qualitative and quantitative analysis, drawing findings, conclusions and making recommendations on training contents and writing reports.

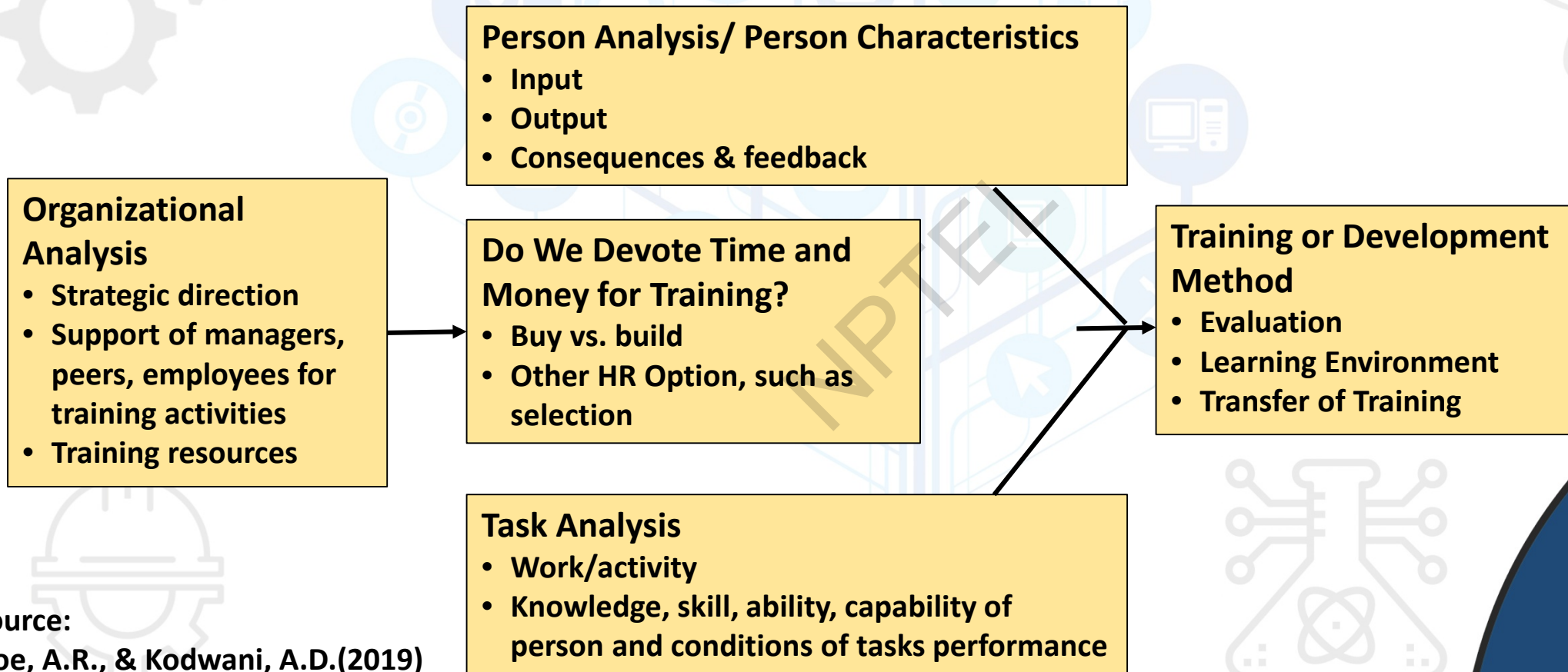


Steps of TNA

v) Provide feedback:

In this step generally, presentation is made on the overall analysis to the concerned authority of the organisations and determining the next course of action for training preparation.

Process of Training Need Assessment



Source:
Noe, A.R., & Kodwani, A.D.(2019)

Process of Training Need Assessment

Organizational Analysis

It involves whether training supports the company's strategic direction. Whether managers, peers, employees support training activities and what training resources are available.

It has been found that the company's strategy also influences the type of training. The greater strategic role of training, the more likely that the company will organize the training function.





Process of Training Need Assessment

Key Concerns of Company functionaries in Need Assessment through Organizational Analysis

1. **Company Leaders:** To assess whether training important to achieve organizational objectives, how does training support to strategy and threats to talent base.
2. **Middle level managers:** Whether there is need to spend money and to how much
3. **Trainers:** Whether there is budget to buy training services and whether managers will support the training.
4. **Employees:** Whether learning is rewarded, advance to career and whether managers will encourage to attend training.



Process of Training Need Assessment

Person Analysis/ Person Characteristics

Person analysis helps to identify employees who need training and includes evaluating person characteristics, input (understand what, how, when to perform), output (experiences for learning and performance), consequences (norms, benefits, rewards) and feedback (frequency, specificity).

Person characteristics refer to employee's knowledge, skill, ability and attitudes.

Process of Training Need Assessment

Process for Person Analysis

Process for analyzing the factors that influence performance and learning may be understood from the following.

Person characteristic

- Basic skills
- Cognitive ability
- Reading ability
- Self efficacy
- Awareness of training need, career interest, goals.
- Age and generation

+

Input

- Understand what, how, when to perform
- Situational constraints
- Social support
- Opportunity to perform

+

Output

- Expectation for learning and performance

+

Consequence

- Norms
- Benefits
- Rewards

+

Feedback

- Frequency
- Specificity
- Details

Process of Training Need Assessment

Factors considered for person analysis

It is seen that motivation to learn is related to knowledge gained, behaviour changes or skill acquisition resulting from training. There are factors related to the employees motivation to learn and performance. Such as-

- Basic skills
- Cognitive ability
- Reading ability
- Self efficacy
- Awareness of training need, career interest, goals.
- Age and generation

Process of Training Need Assessment

Key Concerns of Company functionaries in Need Assessment through Person Analysis

1. Company Leaders: Whether employee in specific function need training.
2. Middle level managers: Who should be trained, managers, professionals or core employees?
3. Trainers: How will be identified which employees need training?
4. Employees: Whether training content will be learnt, is it valuable and is there desire to learn.

Process of Training Need Assessment

Task Analysis

- Task is an employee's work activity in a specific job. The employees required to have specific levels of knowledge, skills, ability and other considerations.
- Knowledge includes facts or procedures,
- Skill indicates competency in performing a task (negotiation skill)
- Ability includes the physical and mental capacities to perform a task.
- Others include the conditions under which tasks are performed.



Process of Training Need Assessment

Steps of Task Analysis

- **Step 1: Select the job or jobs to be analysed**
- **Step 2: Developing a preliminary list of tasks performed on the job.**
- **Step 3: Validate or confirm the preliminary list of tasks.**
- **Step 4: Identify the knowledge, skill or task after the tasks have been identified.**

Process of Training Need Assessment

Key Concerns of Company functionaries in Need Assessment through Task Analysis

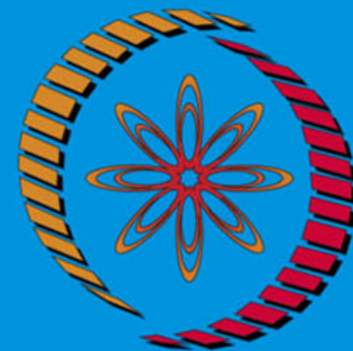
1. **Company Leaders:** Does the company have people with knowledge, skills and abilities or competencies needed to compete in the market place.
2. **Middle level managers:** For which job can training make the biggest difference in product quality or customer service.
3. **Trainers:** For what tasks employees need to be trained, what knowledge, skills, ability or other characteristics are necessary.
4. **Employees:** What skills, knowledge, tasks or competencies are required for current job, future job and career.

REFERENCES

- Aswathappa, K.(2014). Organisational Behaviour, Text, Cases Games. Himalaya Publishing
- Noe, R.A & Kodwani, A.D. (2019). Employee Training and Development, Mc Graw Hill, Chennai.
- Bingham, T., and Corner, M. (2010). The New Social Learning, Alexandria VA: ASTD Press.
- Al-Khayyat, R. M. and Elgamal, Mahmoud A. (1997), "A Macro Model of Training and Development: Validation", Journal of European Industrial Training, Vol. 21 (3).
- Katz, D., & Kahn, R. L. (1978). The social psychology of organizations. New York: Wiley.
- Gordon, J. A. C. K. (2007). Microsoft's Leading Edge. Training-New York Then Minneapolis Then New York
- Allcock, R.S. (1988) Development Training: A Personal View, Endeavour Training, Birmingham
- Beeby, J.M., and Rathborn, S. (1983) "Development Training - Using the Outdoors in Management Development" Management Education and Development 14 3, 170-181.

CONCLUSION

This part of lecture session has given clear picture on the steps and process of training need assessment which will be very helpful learning to all learners.



**THANK
YOU !**



NPTEL ONLINE CERTIFICATION COURSES

TRAINING AND DEVELOPMENT

DR. S. SRINIVASAN

ASSISTANT PROFESSOR, VGSOM, IIT KHARAGPUR

Module 3:

Lecture 13 : When to Conduct TNA

TRAINING AND DEVELOPMENT

This lecture session will discuss on when to conduct a training need assessment.



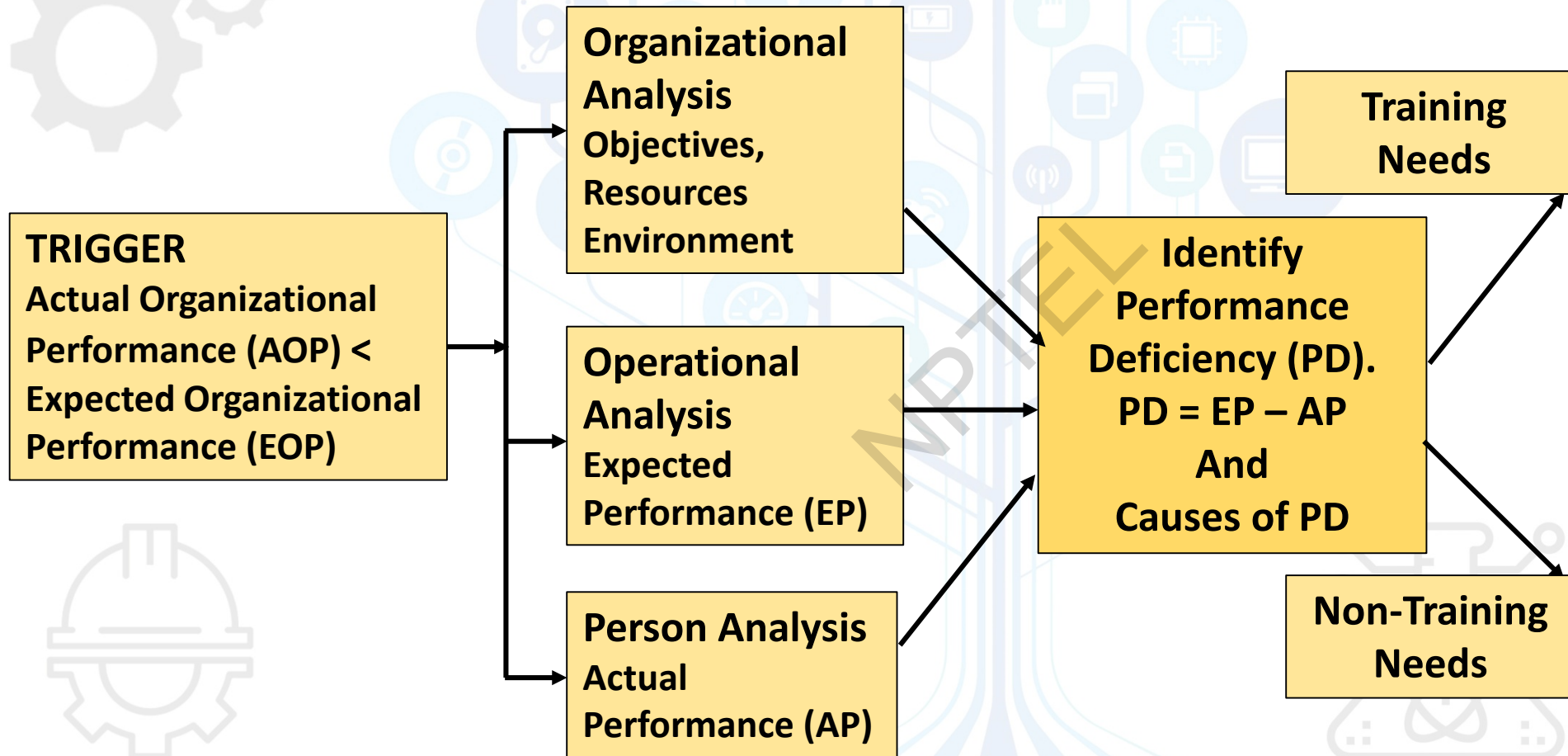
Introduction

Training may be needed when there is a gap between the desired performance, and the current performance, and the reason for that gap is lack of skill or knowledge.

Training may only be able to resolve part of the problem. Thus, we need to analyze the problem and find out whether training will be able to resolve it



Training Needs Analysis Model



Why to Conduct a TNA

It is seen in the prepage diagram that 'Trigger' for doing a need analysis is an organizational performance discrepancy (actual or expected).

TNA is important because it helps to determine whether a deficiency can be corrected through training. Conducting TNA following things can be done:

- Increasing the chance that money and time spent on training are spent wisely.
- Determine the benchmark to evaluate the training
- Increase the motivation of employees
- Align training activities with the strategic plan



Why to Conduct a TNA

- For most types of the training, need analysis will increase the relevance and effectiveness.
- Team building for teams that have been working together would benefit from a TNA where the analysis focus is on the team.
- Teams that demonstrate problems in effectiveness or cohesion (the trigger) would go through a TNA to determine what training was needed.
- Teams already functioning effectively would not need to attend, so that the overall cost of training is reduced.



When to Conduct a TNA

The diagram shown at the beginning indicates. A needs analysis is conducted when triggering event occurs.

- A triggering event occurs when one or more key decision makers communicate that a performance problem exists and it needs to be corrected.
- It may be formal, thorough or informal and cursory but in any case the purpose of TNA is to find whether performance problem actually exists.
- The triggering event will determine which of two approaches to need analysis will be taken. The approaches are Proactive TNA and reactive TNA.



When to Conduct TNA

Proactive Approach of TNA

- It focuses on an anticipated performance problem in the future.
- In this approach, an organization decides as a part of its strategic plan to implement statistical process control to improve the quality of its widgets.
- Potential for a future discrepancy exists if the employees do not have knowledge, skills and abilities.
- This potential gap triggers a proactive TNA to determine whether employees will be able to perform as expected.

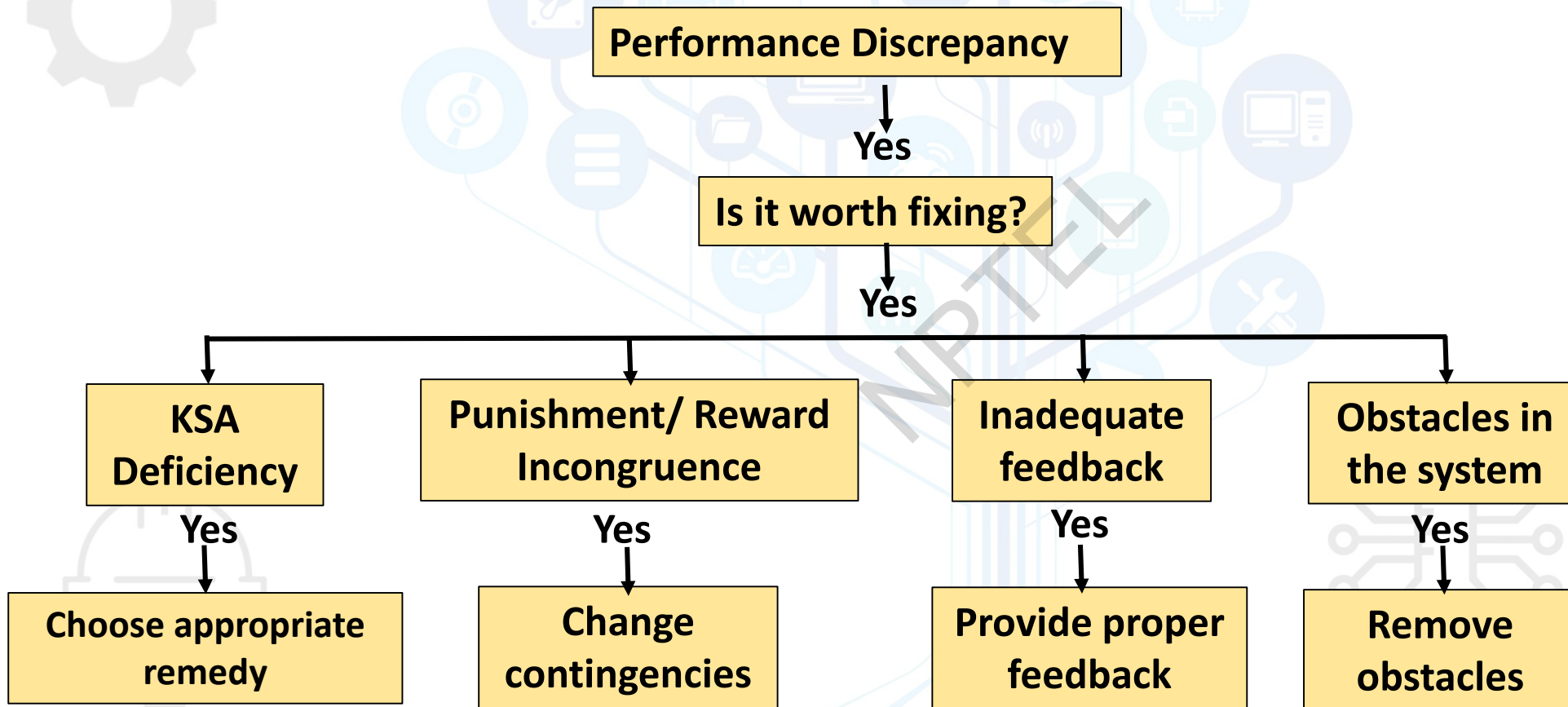


When to Conduct TNA

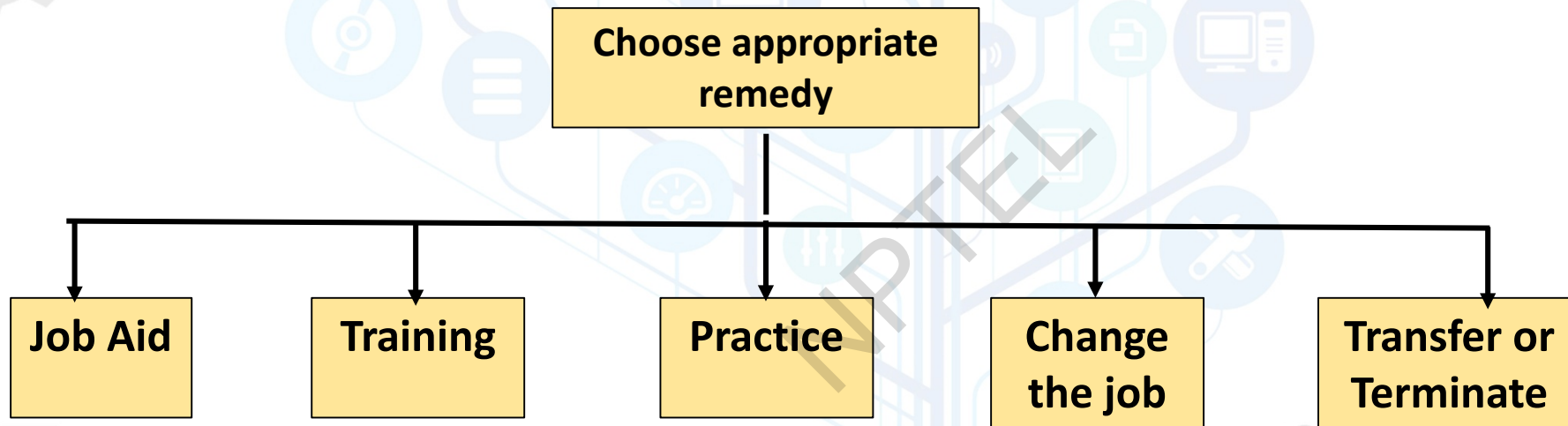
Reactive Approach of TNA

- It is triggered by a current discrepancy. For example, the number of widgets expected to be produced per week is 5000 units. The actual performance of the employees to produce widgets per week is 4200 units. This discrepancy needs to be investigated.
- Both the types of TNA maintain the same procedures and the orientation is having a slight difference.

Model of Process When Performance Discrepancy is Identified



Model of Process When Performance Discrepancy is Identified (continued)



Source of diagram including prepage :
Michalak, D.F., and E. G. Yager. (1979)

Model of Process When Performance Discrepancy is Identified

The diagram on prepage shows that TNA is conducted because a performance deficiency (PD) may occur for many reasons but only one is a lack of KSA (knowledge, skills and abilities).

Number of possible causes of PD are listed. Some non-training solutions are required if the cause is not KSA deficiency.



Data Source for Performance Discrepancy

Data Source	Training Need Implications
1. Organizational goals, objectives and budget	Where training emphasis should/can be given. These provide normative
2. Labor inventory	Where training is needed to fill gaps caused of recruitment, turnover, age, etc.
3. Organizational climate indexes: a. Labour management data, strikes, lockouts, b. Grievances, c. turnover, d. absenteeism, e. accidents, f. productivity, etc.	The quality of working life indicators at organization level may help focus on problems that have training components
	All these are related to either work participation or productivity which are useful in discrepancy analysis and helping management set a behaviour it wishes to improve through training

Data Source for Performance Discrepancy

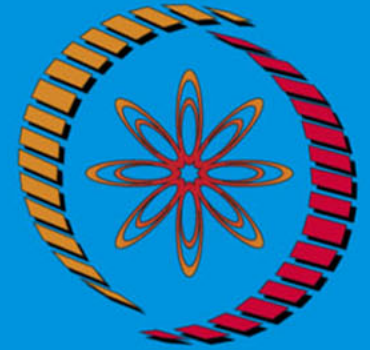
Data Source	Training Need Implications
4. Analysis of efficiency indexes	Cost accounting concepts may represent ratio between actual and desired or standard performance
5. Change in system or sub system	New or change equipment may present training problem
6. Management requests or interrogations	One of the most common techniques of identification of performance deficiencies
7. Exit interviews	Often information not otherwise available can be obtained especially in problem areas
8. MBO or work planning and review system	Provides performance review, potential review and long term business objectives

REFERENCES

- Aswathappa, K.(2014). Organisational Behaviour, Text, Cases Games. Himalaya Publishing
- Noe, R.A & Kodwani, A.D. (2019). Employee Training and Development, Mc Graw Hill, Chennai.
- Bingham, T., and Corner, M. (2010). The New Social Learning, Alexandria VA: ASTD Press.
- Al-Khayyat, R. M. and Elgamal, Mahmoud A. (1997), "A Macro Model of Training and Development: Validation", Journal of European Industrial Training, Vol. 21 (3).
- Katz, D., & Kahn, R. L. (1978). The social psychology of organizations. New York: Wiley.
- Gordon, J. A. C. K. (2007). Microsoft's Leading Edge. Training-New York Then Minneapolis Then New York
- Allcock, R.S. (1988) Development Training: A Personal View, Endeavour Training, Birmingham
- Beeby, J.M., and Rathborn, S. (1983) "Development Training - Using the Outdoors in Management Development" Management Education and Development 14 3, 170-181.

CONCLUSION

This part of lecture session has given clear picture why training need assessment is conducted and when to conduct training need assessment which are very important for learners



**THANK
YOU !**



NPTEL ONLINE CERTIFICATION COURSES

TRAINING AND DEVELOPMENT

DR. S. SRINIVASAN

ASSISTANT PROFESSOR, VGSOM, IIT KHARAGPUR

Module 3:

Lecture 14 : Techniques Used in Need Assessment

TRAINING AND DEVELOPMENT

This lecture session will discuss on the techniques of training need assessment.



Introduction

A successful training needs analysis will identify those who need training and what kind of training is needed him/her.

It is counter-productive to offer training to individuals who do not need it or to offer the wrong kind of training. A Training Needs Analysis helps to put the training resources to good use



Techniques of TNA

Various Training Needs Assessment techniques include:

- Direct observation
- Questionnaires
- Consultation with persons in key positions
- Review of relevant literature
- Interviews
- Focus groups discussion
- Assessments/Surveys
- Records & report studies



Techniques of TNA

➤ Direct observation

This technique is dealt with data collection for training needs analysis can tend to become subjective and is possible only in a formal work setting.

Managers in charge of training or supervisors watch employees on the job to identify performance gaps in their skills/behavior. Observation also yields valuable data on employee priorities, perceptions, and performance.

Techniques of TNA

➤ Advantages of observation

Generates data relevant to work environment and
Less interruption to workflow

➤ Dis-advantages of observation

- Needs skilled observers
- Employees behaviour may be affected for being observed
- Feedback can be unstructured, more anecdotal



Techniques of TNA

➤ Questionnaires

Questionnaires are a way to get information from a large pool without being invasive. Many times, questionnaires are used to gain information that was not known.

However, questionnaires are commonly used to verify information that has been gathered using other methods. This method is used when meeting employees in person is not an option. It is also used to get information in a timely manner.



Techniques of TNA

➤ Advantages of Questionnaire

- Quick access to employees
- Larger number of employees are covered
- Result of this analysis confidential

➤ Dis-advantages of Questionnaire

- Drop out rate is very high in case of filling and giving it back
- Mis-interpretation is likely to occur
- Timeframe is not maintained

Techniques of TNA

➤ Consultation with persons in key positions

This method helps to identify who needs training and involves :

- Determining whether performance deficiencies result from a lack of knowledge, skill, or ability (a training issue) or from a motivational or work-design problem;
- Identifying who needs training; and
- Determining employees' readiness for training.

Techniques of TNA

➤ Review of relevant literature

It refers to what is indispensable or at least valuable, to the organization or to individuals for the purpose of achieving an evaluated, appropriate objective.

A literature review reconsiders all aspects of needs analysis, data resources, measures, and research techniques in order to assess the state of the art and gaps in desired outcome and existing practice for training need assessment.



Techniques of TNA

➤ Advantages of Review Literature

Good source of information on procedure, task information for new jobs and jobs in process of being created and objectives

➤ Dis-advantages of Review Literature

Technical language may not be understood
Materials may be obsolete



Techniques of TNA

➤ Interviews

Interviews allow you to collect data on performance gaps while talking with each employee or a group of employees.

This can be formal or informal. You can conduct interviews in person or by phone, at work locations, or anywhere. Sometimes, you can interview the representative of the work group.



Techniques of TNA

➤ Advantages of Interview

Can explore unanticipated issues that come up.

Questions can be modified

Good at uncovering training needs, causes as well as solutions to problems

➤ Dis-advantages of Interview

Time consuming, can be threatening to SMEs

Difficult to analyze

Need skilled interviewers

Difficult to schedule



Techniques of TNA

➤ Focus groups discussion

Employee focus groups are investigative research events where up to ten employees meet under the guidance of an expert facilitator to discuss in an open forum their current experience of learning and development and their future needs.

Employee focus groups are a useful way of establishing a comprehensive range of opinions on employees' views and opinions about the current training they receive as well as looking at future training and development offerings and improvements.



Techniques of TNA

➤ Advantages of Focus Group

- Useful with complex and controversial issues that one person may be unable to explore.
- Questions can be modified to explore unanticipated issues.
- Reduces risk that training may be rejected by stakeholders

➤ Dis-advantages of Focus Group

- Time consuming to organize
- Group members give information only what they think managers want to hear

Techniques of TNA

➤ Assessments/Surveys

The survey is conducted to clearly define the target group of the training, i.e., target population. Although no strict rules for defining exist, the target population is defined in line with the objectives of TNA.

The survey needs to produce the following elements in its report:

- training subject(s);
- importance of the training;
- time requirements;
- current target group and potential target group;
- frequency of training; and
- required outputs of the training



Techniques of TNA

➤ Advantages of Assessment/Survey

- Inexpensive,
- Data easily summarized
- Data can be collected from large number of employees

➤ Dis-advantages of Assessment/Survey

- Requires time
- Possible low return rates
- Inappropriate responses
- Information given only on the question asked particularly

Techniques of TNA

➤ Records & report studies

Company report or record on employee training needs has evolved considerably. Several tools have been developed to understand and address the training deficiencies in the workplace through review of reports, records of career advancement of the employees.

Records may be identified through electronic databases or through manual search.



Techniques of TNA

➤ Advantages of Records/Reports Studies

- Minimizes interruption of work
- Requires limited human resources in case through electronic database
- Provides records related to performance and practice

➤ Dis-advantages of Records/Reports Studies

- Managers may use records/reports to punish employees rather train them
- Available records/reports may be incomplete, bias or not fully represent the employee's performance.

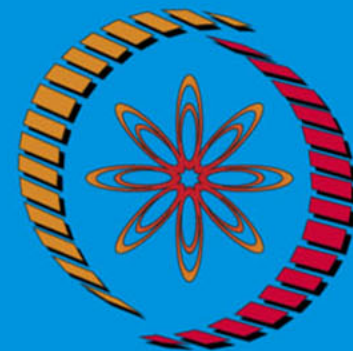


REFERENCES

- Aswathappa, K.(2014). Organisational Behaviour, Text, Cases Games. Himalaya Publishing House, Mumbai
- Berkowitz, W. (1982). Community impact: Creating grassroots change in hard times. Cambridge, MA: Schenkman Publishing.
- Cox, F., et al., (Eds). (1987). Strategies of Community Organization. (4th ed.). Itasca, IL: Peacock Publishing.
- Fawcett, S., et al. (1994). Preventing adolescent pregnancy: An action planning guide for community based initiatives. Lawrence, KS: University of Kansas.
- Neuber, K., et al. (1980). Needs assessment: A model for community planning. Beverly Hills. CA: Sage Publications.
- Noe, R.A & Kodwani, A.D. (2019). Employee Training and Development, Mc Graw Hill, Chennai.
- Bingham, T., and Corner, M. (2010). The New Social Learning, Alexandria VA: ASTD Press.

CONCLUSION

This part of lecture session has given clear picture on the techniques of training need assessment along with advantages and disadvantages of different techniques. Learners will enjoy the learning on all about these techniques.



**THANK
YOU !**



NPTEL ONLINE CERTIFICATION COURSES

TRAINING AND DEVELOPMENT

DR. S. SRINIVASAN

ASSISTANT PROFESSOR, VGSOM, IIT KHARAGPUR

Module 3:

Lecture 15 : Competency in Need Assessment

TRAINING AND DEVELOPMENT

This lecture session will discuss on the competency and its various aspects that are contributing to the development of knowledge, skills and personal characteristics.

Introduction

A training needs assessment identifies individuals' current level of competency, skill or knowledge in one or more areas and compares that competency level to the required competency standard established for their positions or other positions within the organization.

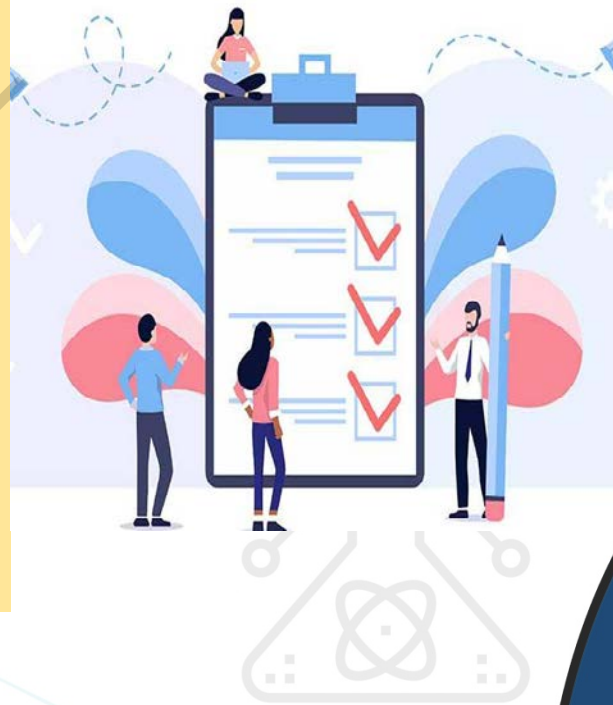
The gap between present and required competencies can help determining the needs of training.



Competencies

Competencies are the sets of skills, knowledge, abilities and personal characteristics that enable employees to perform their jobs successfully.

International Organization for Standardization (1999) has defined competency as 'the application of knowledge, skills and behaviours used in performing specific job tasks'.



Competency Assessment

Competency assessments conducted either initially or periodically which help to identify or prevent performance problems and that may be solved through task-specific training.

Competency assessment is defined as any system for measuring and documenting personnel competency. The goal of competency assessment is to identify problems with employee performance and to correct these issues before they affect patient care



Competency Models

Competency-based approaches have been very effective in serving as a growing link between organizations' business strategy and human resource strategy.

A competency model identifies the competencies required for each job. Competency models provide descriptions of competencies that are common for an entire occupation, organization, job family, or specific job. Competency model can be used for performance management.



Elements of Competency Models

The competencies included in competency models vary according to the company's business strategy and goals. The models included the following elements:

- Competency names and detailed definitions
- The behaviour that represent the proficiency
- Demonstrated levels of mastery/diagram

A brief description of all these elements is made herein after.

Elements of Competency Models

➤ Competency names and detailed definitions

A competency model could include a competency called 'Teamwork' defined as:

- establishing constructive and solid interpersonal relationships;
- treating others with courtesy, tact, and respect;
- working effectively with others, regardless of organizational level, background, gender, race, or ethnicity;
- working to resolve disagreements, attempting to persuade others and reach agreements;
- abiding by and supporting group decisions; and
- facilitating team interaction and maintaining focus on group goals.



Elements of Competency Models

➤ The behaviour that represent the proficiency

The the following behaviors could be associated with the competency 'Teamwork':

- handling differences in work styles effectively when working with coworkers,
- capitalizing on strengths of others on a team to get work done,
- anticipating potential conflicts and addressing them directly and effectively,
- motivating others to contribute opinions and suggestions, and
- demonstrating a personal commitment to group goals.

Elements of Competency Models

➤ Demonstrated levels of mastery/diagram

The model (or a summary of the model) is presented as a visually appealing graphic. Presentation of the model in graphical form helps users quickly grasp the key features of the model



Process Used in Developing a Competency Model



Source:

Noe, R.A & Kodwani, A.D. (2019).

Process Used in Developing a Competency Model

❖ Identify business strategy & goals

The business strategy helps to identify what types of competencies are required to ensure that business goals are met up and the company's strategy is supported. Changes in the business strategy may create new competency requirement or old competency alteration.

Process Used in Developing a Competency Model

❖ Identify jobs, positions or job families

In this stage the jobs, positions need to be analyzed and identified.



Process Used in Developing a Competency Model

- ❖ Conduct interviews and focus group with top performers

In this stage effective and ineffective performers are identified for whom training needs may be assessed to develop their competency levels.



Process Used in Developing a Competency Model

❖ Develop Competencies and a competency model

In this stage the competencies responsible for effective and ineffective performance are identified. There are several approaches for identifying competencies which include-

- Analysing one or several star performers
- Surveying for the persons who are familiar with the job
- Investigating benchmark data of good performers



Process Used in Developing a Competency Model

❖ Validate and review the model

A determination is made as to whether the competencies included in the model truly related to effective performance. It is important to verify that the competencies are necessary for job success and the level of proficiency of the competency is appropriate.



Usefulness of Competency Model for Training and Development

The competency models are useful in several ways, such as -

- They identify the behaviours needed for effective job performance.
- They provide a tool for determining what skills are necessary to meet present needs and future skill needs.
- They help to determine what skills are needed at different career points.
- They create a roadmap for identifying and developing employees



Usefulness of Competency Model for Training and Development

The competency models are useful in several ways, (continued) -

- They provide a framework for ongoing coaching and feedback to develop employees for present and future roles.
- They provide a common set of criteria that are used to identify appropriate development of training and learning activities for employees.

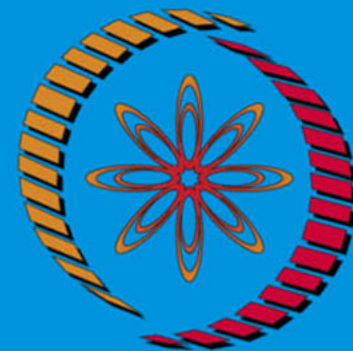


REFERENCES

- International Organization for Standardization. (1999). ISO 10015:1999. Quality management—guidelines for training. Geneva
- Noe, R.A & Kodwani, A.D. (2019). Employee Training and Development, Mc Graw Hill, Chennai.
- Prahalad, C.K., & Hamel, G. (1990). The core competence of the corporation. Harvard Business Review, 68,
- Rummler, G.A., & Brache, A.P. (1995). Improving Performance: How to Manage the White Space on the Organisation Chart, San Francisco, CA: Jossey-Bass
- Wanous, J.P. (1992). Organizational Entry: Recruitment, Selection, Orientation and Socialization of newcomers. MA: Addison–Wesley.
- Wright, P.M., & Snell, S.A. (1991). Toward an integrative view of strategic HRM. Human Resource Management Review,

CONCLUSION

This part of lecture session has given clear picture on the concept of competencies, competencies assessment and process used for developing a competency model. These will be good lessons for all the learners.



**THANK
YOU !**