ASSESSMENT OF HRD NEEDS
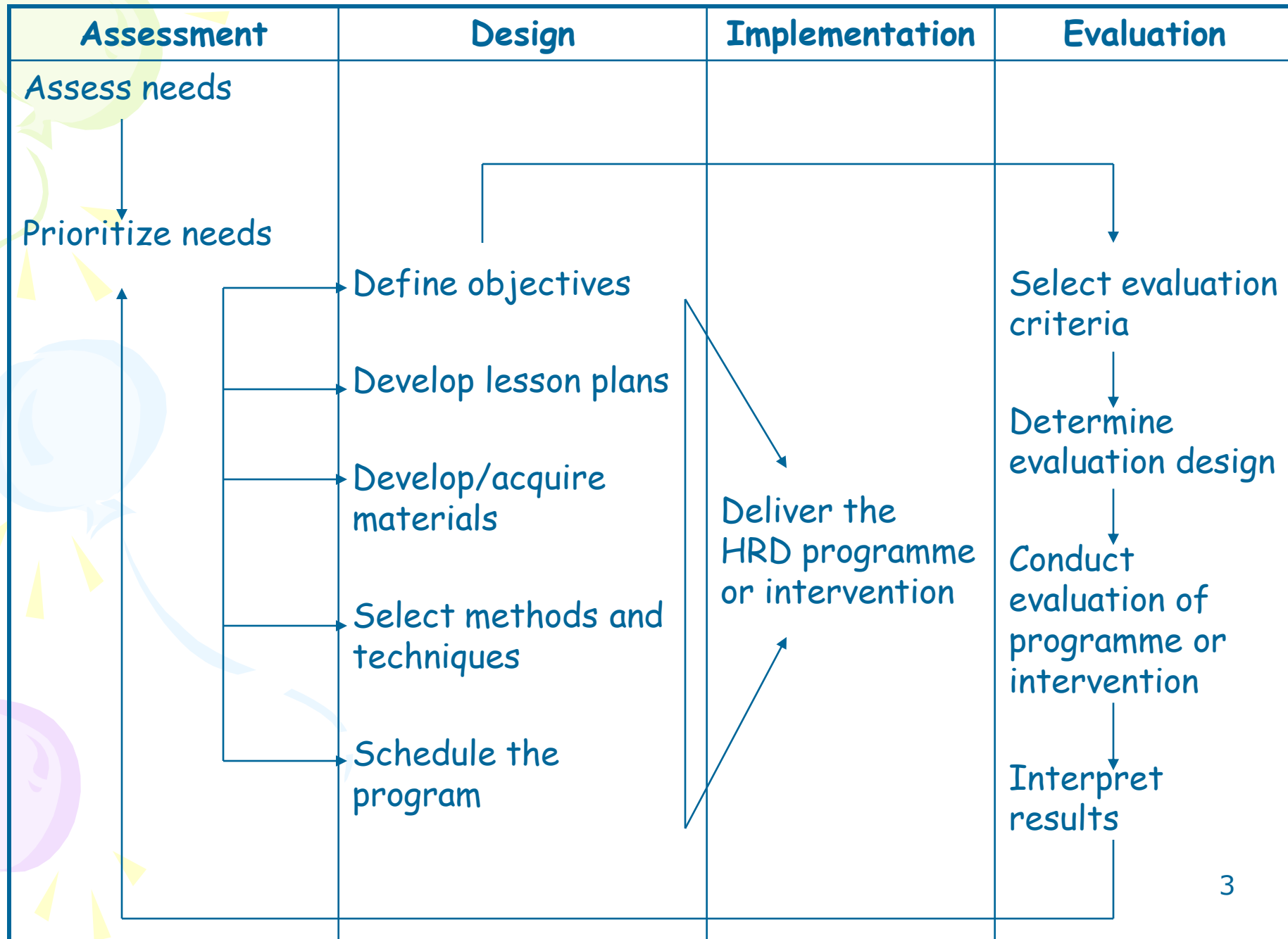
Goals of HRD

Improve organizational effectiveness by:

o Solving current problems (e.g. increase in customer complaints)

o Preventing anticipated problems (e.g. shortage of skilled technicians)

o Including as participants (in HRD programmes) those individuals and units that can benefit the most

o How? Conducting needs assessment

Training and HRD Process Model

Assessment	Design	Implementation	Evaluation
Assess needs			
Prioritize needs	Define objectives		Select evaluation criteria
	Develop lesson plans		Determine evaluation design
	Develop/acquire materials	Deliver the HRD programme or intervention	Conduct evaluation of programme or intervention
	Select methods and techniques		
	Schedule the program		Interpret results

HRD Need

Gap between what an organization expects and what actually occurs. A needs assessment can identify:

o   An organizations goals and its effectiveness in reaching them

o   Discrepancies between employees skills and skills required for effective current job requirement

o   Discrepancies between current skills and skills needed to perform the job successfully in the future

o   The conditions under which the HRD activity will occur

Levels of Needs Analysis

o   *Organizational analysis*

- where in the organization is training needed and under what conditions will it occur

o   *Task analysis*

- What must be done to perform a job or complete a process successfully

o   *Person analysis*

- Who needs to be trained, and what kind of training they need

Organizational analysis

This analysis requires a broad or "whole system" view of the organization and what it is trying to accomplish. It should identify, at the minimum:

o **Components of Organizational Needs Analysis**

1. Organizational goals: Understanding organizational goals and strategies; Monitoring to ensure opportunities for improvement and potential problems are identified early; HRD focus in areas where goals are not met using effective areas as models.

2. Organizational resources: Awareness of resource availability in establishing HRD needs; resources would be facilities, materials, expertise within organization; resources availability can dictate some options to be considered in designing and implementing HRD programmes.

Organizational Needs Analysis, contd…

3. Organizational climate: An important factor in HRD success; unfavourable climate will hinder design and implementation of HRD programmes resulting in reduced training effectiveness; favourable climate will encourage skill transfer back to the job

4. Environmental constraints: Social, Technological, Economic, Political and Legal issues (external environment)

e.g. legal compliance; increased competition, social norms, political climate etc.

Methods of collecting information for ONA

- Organizational goals, objectives and strategies
- Reference to policy statements on marketing, production, staffing etc.
- Analysing the minutes of management meeting
- Selecting data from departmental records e.g. HRIS statistics, accident records, training reports, staff appraisal forms, strikes, lockouts
- Formal and informal interviews
- Questionnaire surveys
- Discussion with training committee on training requirements and priority areas
- Direct observation
- Exit interviews

Some approaches for OA

- Business-led approach

    Focus on those needs that arise from business needs or the business drivers; information about HRD needs to the board; business strategy influenced by HRD strategies; communication of strategic decisions to unit managers

- Problem centered approach

    Identifying the major present organizational problems that HRD is most relevant to deal; focus of HRD on responding to these problems

- Comprehensive approach

    Determination from functional managers of their diagnosis of the needs facing their units/departments; agreement on those needs which HRD can address; focus of HRD on meeting these needs

Task Analysis

o **Components of Task Analysis**

    1. Develop an overall job description
       Job analysis
       Job description

    2. Identify the major tasks:
       The major tasks within the job; how each task should be performed   (performance standards); the variability of performance (how the tasks are performed on a day-to-day basis).

       Some methods of identifying tasks: stimulus-response-feedback; time sampling; critical incident technique; job inventories; job-duty-task

Task Analysis, contd…

3. Identify what it takes to do the job

Information on KASOCs

Knowledge: An understanding of a body of information that makes for successful performance of a job.

Skills: An individuals level of proficiency in performing a specified task, usually expressed in numerical terms

Ability: The power to perform a physical or mental function

Other characteristics: Including personality, interests and attitudes

4. Identify the areas that can most benefit from training

5. Prioritize training needs

Methods of collecting information for TA

– Job description

– Job specification or task analysis

– Performance standards

– Review literature concerning job

– Asking questions about the job

– Training committees

– Analysis of operating problems

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Person Analysis

Directed at determining the training needs of the individual employee. Peers, customers and subordinates in addition to supervisors may also be in a position to provide information called 360-degree performance appraisal. Other methods are direct observation, tests, questionnaire etc.

o **Components of Person Analysis**

1. Summary person analysis

   Individual evaluation of an employee's performance, a classification of an individual as a successful versus unsuccessful performer.

2. Diagnostic person analysis

   Determine why results of employee's behaviour occur

Person Analysis

o **Performance Appraisal in the Person Analysis Process**

– Perform or have access to a complete, accurate performance appraisal

– Identify discrepancies between the employee's behaviour and/or traits and those required for effective performance

– Identify the source of discrepancies

– Select the intervention appropriate to resolve the discrepancies

Methods of collecting information for PA

- – Performance data or appraisals as indicators of problems or weaknesses
- – Observation work sampling
- – Interviews
- – Questionnaires
- – Tests to measure job related qualities
- – Attitude surveys
- – Critical incidents
- – Devised situations: role play, case study, business games
- – Assessment centres
- – Coaching
- – MBO

Thank you !