The Approach to Competency based Training Need Analysis Workshop

By

Dr. PS Daram

Competency Management Training (M) Sdn Bhd

psdaram@gmail.com

+6012-4389951
My name is

My job is

The org’n needs me because…

My learning expectations from this Program is ……
The Programme

- Objectives
- Take away
- House rules
- Parking Lots/ Issues corner
Section One

- Background to TNA.
  - Needed.
  - Needless.
Training

- Systematic development of
  - A.............
  - S.............
  - K.............

  to help a person perform the job to the required standards.
Training

- A planned effort to enable employees’ learning of job related competencies.

- Diagnosis - ascertain from symptoms

- Prognosis - forecast the course of action
Training

- Why is it a need
- Who needs training
- What is the area of training
- When is it required
Training

- Where is the venue
- By whom will training be conducted
- How will it be conducted
- At what cost
Development

- The planned growth of expertise beyond current requirements.
Key terms

- Knowledge
- Expertise
- Learning
- Development
What is TNA?

A systematic process of collecting and analyzing information for individual and organisational improvement

Or

The method of choices for determining who needs what training is usually called “training needs analysis”
TNA

To determine if training is necessary
Why TNA

- Manage pressure points
- Respond proactively
Why TNA?

To address
1. Current performance deficiency
2. Future developmental needs
TNA to

- Identify ASK gaps
- Determine the right intervention
- Determine the benefits of training
- Distinguish training and non training issues
- Identify organisational, task and person issues
Focus of TNA

Deficiency - present situation based on historical data scrap/rejects/complaints accident/absenteeism

Opportunity - (development) likely situation based on future data business plan technology organizational change
Types of needs

- Normative
- Felt
- Expressed
- Comparative
- Anticipative
Changes

- Lead to needs
  - people movement
  - new management
  - new process
  - new technology
Four conditions for Job Performance

- Skills and Knowledge
- Self efficacy
- Opportunity to perform
- Supportive environment
Rule Number 1 - Bob Mager

- Train only when people don't know how to do it and there is a need for them to do it.

- Training is a solution.

- Performance is the goal.
Rule Number 2 - Bob Mager

- If they already know how, more training won’t help.
Rule Number 3 - Bob Mager

- Skill alone is not enough to guarantee performance
Role of the Training Needs Analyst

- Data collection
- Involve people
- Employ a process model
- Share information
Role of the Training Needs Analyst

- Propose solutions
- Manage obstacles
- Project closure
Role of Line Management

Management

HOD

Managers

Executive

Supervisors

HRD
Issues

- Current approaches

- Discussion
Sharing Exercise

- 15 minutes
HRD

- A process for unleashing human expertise through OD and T & D for the purpose of improving human performance

- Phases
OD

- A long term effort - led and supported by top management

- Key variables
ADDIE E CYCLE

- ANALYSE
- DESIGN
- DEVELOP
- IMPLEMENT
- EVALUATE
How can you fix performance problems if you don’t know what they are?

Diagnosis for Prognosis
Human Performance technology

Improving performance through

• analysis
  cause for performance discrepancy
• interventions
-symptoms

an observable indicator of a performance problem
Analysis & Intervention

-cause

why the symptoms exist or reasons for the indicators of performance problem
- Intervention

what can you do to correct the causes identified

• training solution
• non training solution
Purpose of performance change

Establish - staff does not know what to do

Improve - need improvement from current level

Maintain - performance is acceptable

Extinguish - learning to unlearn
Theorems

Tom Gilbert
Performance Analysis

- Performance and Cause Analysis
- Interventions
Exercise - HPT

- Participant workbook
- Case study ABC Nature Care
- Or actual work case
Section Three

Levels of Analysis

- Organisational
- Task/Job
- Individual
Three levels of needs analysis

1. Organizational
   what is not happening
   what should happen

2. Job/task
   what performance should occur

3. Individual
   who needs what training
Quantitative Analysis Technique for Human Potential and Talent.

Dr. PS DARAM
Quantitative Analysis Technique for Human Potential.

PSDARAM MODEL.
PATENTED
Level 1

Job Description.

Task Analysis

Competencies.

Competency Range

Performance Indicators

Assessment.
Desired level

Pre determined
By superior/SME

Critical Assessment
Of Importance

Rank by Numeric
Value

Tabulate
Level 4

- Assessment
- Documentary Evidence
- Observable Performance
- Technical and Non Technical Knowledge Test
- Interviews
- Score Card by Panel
Section Four

- **Data Collection tools**

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<th>CCL</th>
<th>GAP</th>
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DATA COLLECTION TOOLS

- Focus group
- Survey
- Interview
- Observation
Focus group

• generating ideas across department

• select members who can........
  identify performance problem
  identify causes and solutions

• size - 5-6 members

• composition - homogeneous
  heterogeneous
Surveys

large sample

feelings

questionnaire  - objective
              - clarity
              - administration
              - tabulation
              - findings
              - recommendation
Interview

before
- objectives
- areas to be covered
- who to interview
- method of obtaining data

during
- listen, question and restate
- open ended
- close ended

after
- record
- prepare report
Observation

- Visual
OBSERVATION

FACT VS INFERENCE
Annual training plan

Training matrix
## Training Plan

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<th>Who should attend</th>
<th>Where</th>
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<th>Cost / pax</th>
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Section Five

- Reporting
Reporting to management

management buy in

prioritize

recommend solutions
Thank you - Terima Kasih

- psdaram@ gmail.my
- cmtmsb@streamyx.com
- 012 4389951