# Training Needs Assessment For Human Resource Management

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**Abstract**

Training needs analysis is the first stage in the training process and involves a procedure to determine whether training will indeed address the problem which has been identified. Training can be described as "the acquisition of skills, concepts or attitudes that result in improved performance within the job environment". Training needs analysis looks at each aspect of an operational domain so that the initial skills, concepts and attitudes of the human elements of a system can be effectively identified and appropriate training can be specified. This paper will focus on various aspects of Training need analysis. Training needs assessment is an ongoing process of gathering data to determine what training needs exist so that training can be developed to help the organization accomplish its objectives. Conducting needs assessment is fundamental to the success of a training program and Good human resource management will become the organization is high ranked for program development.

**Background**

Different Organization was conducting different training courses in different fields and areas as well. Outcome or achievement of the training programs depends on success of participants. The yardstick of outcome may not coincide at a point, as varies due to different-Motives; Environment; Background; Attitudes; Learning skill; Educational background and of different job environment etc. of attendance. But the training courses as designed and offered for all; any person following some criteria may enroll in the program. Undoubtedly the training left open to all with limited provision. The reasons of which groups were not homogeneous rather heterogeneous, like on the job and the new entrants enroll in the same course with the experienced personnel (Taylor *et al*., 1998).

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The course conducted so far attained a prestigious position in the country compared to other organization/training institutes. The main objectives of the training are to **develop Human Resource** to have footprint in the development of professional management that will in turn contribute the nation as a whole.

**Success of training may be considered as fruitful in regards to:**
  a) Career building;
  b) Acquiring professional knowledge;
  c) Influence in the development of an organization;
  d) Development of self growth like getting a better jobs.
  e) Development of managerial skill
  f) Development of Attitudes etc.

The purpose of a training needs assessment is to identify performance requirements and the knowledge, skills, and abilities needed by an organization workforce to achieve the requirements. An effective training needs assessment will help direct resources to areas of greatest demand. The assessment should address resources needed to fulfill organizational mission, improve productivity, and provide quality products and services. 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 (Goldstein, 1993).

**The objectives of training needs assessment are;**
  a) Employee analysis/Man analysis
  b) Task analysis
  c) Organizational analysis
  d) Group analysis
  e) Political trends such as sexual harassment and workplace violence
The scope of the study was limited in conducting a sample survey among listed participants in given areas. While conducting this research, following limitations have been faced.

  ı    The respondents were only available during the office hour. Most of them did not want to share information during their busy hours.
  ı   Many respondents had left their previous job as specified in the

enrollment list and we failed to reach them.
ᴵ  A big amount of time has been wasted while they were knocked due to their time references.
ᴵ  Some participants who were included in the sampling frame attended their course long before. Many of them could not recollect many issues while responding. Findings may create a variance from the findings of recently participated ones.
ᴵ  The time frame was another constraint.

**Methodology of the Study**
Here, Methodology can be briefly described about the information that how these are collected. There are two method used for collecting data, which are as follows.

*Primary Data*
The Primary data in this report mainly includes information collected from the respective officer and subordinates of the respective department. The survey was conducted to identify the performance in concerned department by company  Primary data was collected through interviewing of concerned people of different department. The information was taken by face to face and also data was collected through Questionnaire.

*Secondary Data*
Secondary data is very much essential to conduct and efficient study and to have a fruitful result. The major source of secondary that used in the report are given as follows -

-   Annual Report of the Company.
-   Use of text books, newspaper, brochures, published books, articles, journals, and research papers etc.
-   Different reports (training, programs, visit report)
-   Web site of the organization.

Observation: The methodology of research was observation. We observe the employee behavior in work place, working knowledge, attitude with their colleagues.

**Results**

*- Employee analysis/Man analysis*
To assess the employee how they do and compile their responsibility with their skill and knowledge and identify their competencies for doing the works and gaps of knowledge, skill and attitude.

The analysis of employee the following methods can be used (Eerde *et al.*, 2008)
-   Evaluation of activities: Evaluation of employee activities to know the potentiality of employee, productivity, absence, rate of accident, grievance and how they use of instruments.
-   Questionnaire: Answer from the employee by the questionnaire.
-   Supervision: By supervision the employee can be identified the gaps of employee
-   Behavior analysis: The refection of employee behavior analysis.
-   Record analysis: By analysis of employee records
-   Critical incident:  By analysis of critical incident.

The employee analysis for an employee commences with an evaluation of the individual strengths. An employee should write down all of her strengths during this stage of the SWOT analysis. It helps to write down their strengths, or use available software, which can ordered and downloaded online. Examples of strengths can be lots of experience, and even strong oral and written communication skills. The key for evaluating strengths is comparing individual skills versus other employees of the same pay grade.

The effect of employee analysis for an employee includes evaluating and recording various weaknesses. Effects are-

-   The employee will be self motivated and aware to gain organization vision and mission
-   The employer can take initiatives of employee for their development
-   Cost effective for employer and organization
-   Increase the positive perception of employee
-   Increase the positive leadership among the employee.

Identification of staff: Employee are classified or reclassified on the basis of duties and responsibilities, as described in the job description. It is

important that supervisors maintain current job descriptions all positions, to ensure that positions are properly classified and paid. The first step in classifying a position is to ensure that the job description is current and accurate.

The classifies positions into salary range/pay grades factor system.  For staff positions, a Position Audit Committee comprised of representatives from each division meets as needed to review positions submitted for classification or reclassification.  For administrative positions, a Human Resources committee meets as needed to evaluate and classify positions.

Start by developing a complete understanding of the position. This is the foundation on which hiring is based. In conducting your analysis, consider:

- All of the duties and responsibilities of the position
- Their scope and level
- The context in which these are to be performed
- The amount of responsibility, authority and accountability required to perform the work
- The major and minor activities

*Identify Performance Behaviors :* Identify examples of behavior would use to evaluate the quality of the work. Identify examples of both effective and ineffective behaviors. To do this, ask the following questions:

- What are the performance expectations for superior performance?
- How do you know someone is doing an excellent, satisfactory or poor job?
- How does it look when a high performer is doing an excellent job or when a poor performer is doing an unsatisfactory job?

**Identify Target performance level :**

Target levels refer to the types of behaviors demonstrated by high performers. They are not minimum standards. The key is to select the target level that high performers demonstrate most of the time. While all people may be able to demonstrate a level once, target levels refer to what they do most of the time. High performer in the job demonstrates most of the time they are engaged in that competency. Review the final list of Competencies, Knowledge, Skills and Abilities (CKSA) and determine the various ways in which these could be acquired through education, experience (work,

volunteer and/or life) and/or training. It may be helpful to consider the background of high-performing employees in this type of position. It is important to determine a qualification that is appropriate to the job on day one and not inappropriately high or low. If qualifications are set too high, candidates that have the competencies may be inadvertently eliminated at the screening stage before having the opportunity to prove themselves. Alternatively, if the qualifications are set too low, most of the applicants will need to be considered which can be a time consuming process and many may not have the required competencies.

*Solutions:* Help leaders and employees achieve their highest potential. Employee development analysis and reports enable to assign roles appropriately, essentially designing "Dream Team."

Perhaps individual or team that needs some direction, feedback or data regarding their performance and potential. Maybe organization as a whole is in a state of change and could benefit from some objective input in order to redefine itself. Employee development is a critical aspect of business life; it is essential to address ongoing development for employees at each stage of their careers.

*- Task analysis*

Task analysis tries to answer the question of what should be taught so the trainee can perform the job satisfactorily. It is a systematic and detailed analysis of jobs to identify the type of behavior required of the job holder and the standards of performance that must be met to achieve the desired results. While task analysis is similar to job analysis, it is employee centered, not job centered and is concerned with behavior needed on the job and expected level of performance, questionnaire, interviews, personnel records, reports, observation and other methods can be used to collect information about jobs in the organization.

Task analysis analyze the employee qualities and qualification. To identify the important work related tasks and knowledge, skills, behaviors, abilities determine if the content and activities are consistent with trainee on the job experience. The Following methods used for task analysis.

- Work analysis- Job specification related with designation.
- Comparison with standard- employee performance compare with

expected standard.
-   Questionnaire- task analysis perform by  questionnaire to supervisor, learner and superior
-   Record analysis- It also done by employee record keeping and analysis.

**In general, there are five kinds of task analyses and these are-**
  i)    job or performance analysis,
  ii)   learning analysis;
  iii)  cognitive task analysis,
  iv)   content or subject matter analysis;
  v)    activity analysis.

**Application**

The term "task" is often used inter changeable with activity or process. Task analysis often results in a hierarchical representation of what steps it takes to perform a task for which there is a goal and for which there is some lowest-level "action" that is performed: this is known as **Hierarchical Task Analysis.**

Task analysis is often performed by human factors and ergonomics professionals. Task analysis may be of manual tasks, such as bricklaying, and be analyzed as time and motion studies using concepts from industrial engineering. Cognitive task analysis is applied to modern work environments such as supervisory control where little physical work occurs, but the tasks are more related to situation assessment, decision making, and response planning and execution.

Task analysis is also used in education. It is a model that is applied to classroom tasks to discover which curriculum components are well matched to the capabilities of students with learning disabilities and which task modification might be necessary. It discovers which tasks a person hasn't mastered, and the information processing demands of tasks that are easy or problematic. In behavior modification, it is a breakdown of a complex behavioral sequence into steps. This often serves as the basis for chaining.

The results of task analysis are often represented in task models, which clearly indicate the relations among the various tasks, An example notation

used to specify task models is, which is also supported by tools that are freely available "Task analysis for instructional design is a process of analyzing the kind of learning that you expect the learners to know how to perform".

**Instructional designers perform a task analysis in order to:**

1. Determine the instructional goals and objectives.
2. Define and describe in detail the tasks and sub-tasks that the student will perform.
3. Specify the knowledge type that characterize a job or task.
4. Select learning outcomes that are appropriate for instructional development.
5. Prioritize and sequence tasks.
6. Determine instructional activities and strategies that foster learning.
7. Select appropriate media and learning environments.
8. Construct performance assessments and evaluation.

**Organizational analysis:**

An organizational analysis tries to answer the question of where the training emphasis should be placed in the company and what factors may affect training. It involves a comprehensive analysis of organizational structure, objectives, culture, processes of decision-making, future objectives, and so on. The analysis begins with an understanding of short-term and long term goals of the organizations, as a whole, and for each department specifically. These would help to identify what capacities are needed to fulfill these goals.

The HR professional should examine organizational goals and objectives, personnel inventories, skills inventories, organizational climate and efficiency indices, turnover and absenteeism, rates of accidents, changes in system or subsystems, MBO or work planning systems, etc.

An Organizational Analysis is a process by which an organization's systems, capacity, and functionality are assessed in order to increase its efficiency, performance, and output. With the use of various models and theories, an Organizational Analysis aims to understand behavioral relationships, structure, and technology. An Analysis, or sometimes called restructuring, of an Organization may become necessary when either external or internal forces have created a problem or opportunity.

When performing an organizational analysis, many details emerge about the functions and capacity of the organization. All of these details can make pinpointing what is efficient and inefficient difficult. Using theoretical organizational models can help sort out the information, and make it easier to draw connections. After working through these theoretical models, the organizations present situation is more adequately addressed, and the trajectory of the organization can be more fully determined.

For analysis the organization we used some methodology. Following the methodology followed for organization analysis.

- Study the organization yearly report
- Study the training report
- Study the organizational profile
- Observation
- Interview with the employee and top management people
- Interview with the stake holders and community
- Search the organization web site

**Application**

Essential components of carrying out an organizational analysis include evaluating external factors that can affect the organization's performance as well as strategically assessing the organization's own resources and potential.Internal strengths and weaknesses along with outside opportunities and threats are keys to an organization's success.

SWOT analysis, which stands for strengths, weaknesses, opportunities and threats, is a strategic-planning method an organization's leaders often use to aid them in establishing business objectives or achieving the organization's mission goals.

**Strengths :** An organization's strengths are internal characteristics that can give it an advantage over competitors. Evaluating organizational strengths usually involves assessing current management, resources, manpower and marketing objectives. Generally, internal analysis examines an organization's available resources and core competencies. Determining the organization's capabilities helps its leaders make long-term plans and sound decisions.

**Weaknesses :** An organization's weaknesses are another example of internal characteristics that can affect its operations and level of performance. Identifying weaknesses helps organization spot problems so that it can make the necessary changes. This strategy allows decision makers to develop other more appropriate alternatives in their strategic-planning objectives when operations fail to perform as projected. Weaknesses may include poor leadership, low employee morale, weak financials, low cash flow, outdated technology and inefficient organizational functions or processes.

**Opportunities:** In general, external organizational analysis weighs the potential opportunities and threats that are present outside of the organization. External analysis may include market analysis, sizing up the competition and evaluating the impact of new technological advances. When assessing opportunities in the external environment, organizations must set out to identify current market and industry trends, potential niche markets and the weaknesses of major competitors.

**Threats:** External risks aren't always bad for an organization. For example, the labor market can pose either a potential threat or an opportunity depending on the state of the local, national and global economies. Legislation and government regulation are other factors that can have an effect on how well an organization performs.

**Problems:** Some problems we have faced during the organization analysis. Our group members living in the scatted area and all are service holder. Though limited resources we have tried to gain optimum output. While conducting this study, following problems have been faced.

- To sit together with the term group member due to all is being living in scatted area.
- The respondents were only available during the office hour. Most of them busy in office time, so it was difficult to share information during their busy hours.
- A big amount of time has been wasted while they were knocked due to their time references.
- Some participants who were included in the sampling frame attended their course long before. Many of them could not recollect many issues while responding. Findings may create a variance from the findings of recently participated ones.
- The time frame was another constraint.

Strategy helps to identify the organizational strength, weakness, opportunities and threats. The following strategy helps to make organizational analysis:
- Comparison between the achievement with the goals and objectives of the organization.
- Analysis of manpower inventory.
- Analysis of skill inventory.
- Examination of complaints.
- Analysis of organizational climate indexes.

**Group analysis**

A group of reliable employee identify the barrier to achieve the target of organization. Deriving from analysis, draws on a range of other traditions and approaches. Group analysis also has applications in organizational consultancy, and in teaching and training. Group analysts work in a wide range of contexts with a wide range of difficulties and problems. In group analysis, on the relationship between the individual group member and the rest of the group resulting in a strengthening of both, and a better integration of the individual with his or her community, family and social network (Crutchfield, 2000).

The method of group analysis (MAG) is a tool for analyzing, intervening and training. Group analysis is based on the view that deep lasting change can occur within a carefully formed group whose combined membership reflects the wider norms of society. Group analysis is a way of understanding group processes in small, median or, large group. There are some process using in group analysis.
- Brain storming
- Advisory committee
- Problem clinic
- Conference
- Seminar
- Workshop

Group analysis begins with an understanding of short-term and long term goals of the organizations, as a whole, and for each department specifically. These would help to identify the purposes which needed to fulfill these goals.

- To identify specific problem areas and gaps in the organization.

- Identify the employee behavior in the work place
- Helps to develop the inactive employee as skill manpower
- Know how to handle the stakeholders and colleagues.
- Know how to prepare a report.
- How to get management support.
- To adapt the employee with the changes.
- To determine the costs and benefits of training.

Group analysis applies both quantitative and qualitative analysis to help organizational value, investments, assess market opportunities, evaluate pricing options, and manage risk. The following strategy can be used for group analysis.

- Comparison between the achievement of organization goals and objectives.
- Analysis of manpower inventory.
- Analysis of skill inventory.
- Employee record analysis.

**Sexual Violence Problem**

A political trend is the general direction in which political ideologies tend to move or develop. These recent trends have led to new technologies that impact politics, a shift in power, conflict transformation techniques and multi-stakeholder dialogues.

Sexual harassment is bullying or coercion of a sexual nature, or the unwelcome or inappropriate promise of rewards in exchange for sexual favors. In most modern legal contexts, sexual harassment is illegal. As defined by the US EEOC, "It is unlawful to harass a person (an applicant or employee) because of that person's sex." Harassment can include "sexual harassment" or unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature.

Where laws surrounding sexual harassment exist, they generally do not prohibit simple teasing, offhand comments, or minor isolated incidents. In the workplace, harassment may be considered illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted, or when the victim decides to quit the job).The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone

who is not an employee of the employer, such as a client or customer and harassers or victims can be either male or female.

Workplace violence or occupational violence refers to violence, usually in the form of physical abuse or threat, that creates a risk to the health and safety of an employee or multiple employees. So, Workplace violence is any physical assault, threatening behavior, or verbal abuse occurring in the work setting.

**Workplace Violence and Sexual harassment Includes:**
- Beatings
- Stabbings
- Suicides
- Shootings
- Rapes
- Near-suicides
- Psychological traumas
- Threats or obscene phone calls
- Intimidation
- Harassment of any nature
- Being followed, sworn or shouted at

**Impact:** Another arena that is giving me great hope is the powerful, new internet "Democracy," which is enabling more direct democracy and changing the political landscape dramatically in just a few very short years. Community sites that draw millions of fans suddenly have major influence and this will transform politics in the years ahead.

Internet activism, such as Move. On org and similar sites of all political stripes have hugely impacted political races and issues. "Web2.0" media sites such as Digg.com and political blogs such as DailyKos.com are doing end runs around the mainstream media and becoming so popular that mainstream politicians court them and line up for interviews.

Voter drives on widely celebrated youth sites such as MySpace.com have registered thousands of new voters. Mobilevoter.org helps organizations set up technology so people can "text in" their voter registration on their mobile phones.

Video sharing sites such as YouTube.com enable users to share political video clips with millions of users. On-line booksellers such as Amazon.com

make every political book and expose easily accessible to all. And search engines like Google.com provide more transparency in politics, as anyone can quickly access information on the web.

However, one major technology that has created much controversy is voting machines that lack paper trails to ascertain how someone voted. A great deal of  evidence has surfaced in the last two elections questioning their accuracy and ability to be tamper-proof. If these challenges to vote protection are not resolved soon, they will undermine confidence in democratic institutions and lead to huge unrest in the future.

**Conclusion and Recommendations**
In the study, senior management, different department/programs/projects head and the respective team member's assistance to do the training needs assessment. After completing the study we have found the followings:

*Recommendations*
Inserting some recommendations referring to the findings/outcome of the research. There are some recommendations which might be helpful for Training design of YPSA for their success.

*Need based training*

According to the need assessment respondent propose some training program on the basis of their necessities. Those are as follows: Training on
1. Office Management
2. Presentation Skill
3. Communication Skill
4. Negotiation Skill
5. Development of Leadership skill
6. Development of Convincing power and Assessment skill

**Interest of the participants on training**
According to the opinion, 94% of the respondent, everybody has an enthusiastic interest for learning, as training helped them in self development which contributes an organization, so respondent desire to get more training, so YPSA should arrange different training for staff development.

**Recommendation about fruitful training**

Respondent openly express their views how the training program can cultivate more enjoyable and fruitful outcome. The opinions are as follows.

- Medium of Instruction should be in Bangla & English.
- Internet facility should be given to the participants.
- Particular time should be given to group discussion.
- Resources person should be friend than mere teacher.
- Listening of participant's problem on the related topics to solve.
- Criticizing participant's opinion should be discontinuing.
- Prayer break should be given.
- Emphasize should be given sharing experience or success stories.
- Video clipping is an important one, it should be continued.
- An assignment should be taken after the training program for evaluating learning.
- Certificate should be given on time.
- A group picture (Participants + Resources Person) should be taken & provided to everybody.
- Training should be well organized.
- Any problem should be minimizing while training.

**Innovative approach about training:**
Respondents offer some modern & scientific approaches to make pleasurable Learning.

- Video Clips
- Case study
- Film show on related topics
- Field visit
- Short course in English
- Daily assignment

**Informative Handout:**
More informative handout to be distributed to satisfy the demand of the participants. Training Institute should develop the quality standard of their own information system by providing the current information needed for the different business sectors.

## Recommendations

### Confront

- If possible, confront the sexual harasser immediately. Tell him/her that you find that type of attention offensive;
- If possible, tell the harasser that the behavior affects you negatively and has the potential of negatively affecting you  job;
- If possible, tell the harasser what behaviors (gestures, physical or verbal) behaviors you find offensive.

### Resolve
- Seek confidential advice to develop your personal resolution strategy;
- Consider writing a letter to the harasser and keep a copy for yourself;
- Document all the incidents of sexual harassment. Be detailed, precise about date, time, location, and person/persons involved.

### Support
- If you know someone who is being harassed, give him or her support. Encourage the recipient to talk about it and to take immediate action to stop it;
- If you actually see or hear an incident of sexual harassment or are subjected to an offensive environment, you can also take the appropriate steps to resolve the harassment or co-file with the complainant;
- When a recipient files a complaint, if possible, support him or her throughout the complaint process.

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