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Training Needs Assessment

HR Admin Report



"Many training efforts are begun without any reason, continued with no purpose, and end in no results"

W. McGehee and P.W. Thayer, Training in Business and Industry (New York: John Wiley and Sons, Inc., 1961), p. 22.

Appropriate training can only be developed if the training needs assessment is identified carefully.

TNAS making Training Needs Assessment fast, easy, accurate and low-cost...

2021

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The Latest Training Needs Assessment System

We combined 15 years of research to make Training Needs Assessment fast, easy, accurate and low-cost

At the core of any effective training program is correctly identifying what needs to be trained. Poorly conducted needs analyses can lead to training solutions that train the wrong competencies, the wrong people, and use the wrong learning methods.

A needs assessment is the process of identifying performance requirements and the "gap" between what performance is required and what presently exists

Why Training Needs Assessment (TNA)?

Many organisations fail to acknowledge the importance of the TNA step in their training interventions. They spend money on training without proper analysis of how such training could help their strategic needs

- Skipping over TNA causes over 90% training program failure rate.
- TNA is an essential requirement for effective training.
- Traditional TNA was difficult, time consuming and costly.

Training Needs Assessment system (TNAS)

TNAS helps you identify what training you will need. It is an easy, accurate and low-cost Training Needs Assessment system which allows you to:

- Train the right employees, with the right programme
- Prioritise training needs with the highest business impact
- Minimise the Scrap Learning.
- Achieve a greater return on training investment

Eliminate wasted training expenses & align training with business outcomes



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What is Training Needs Assessment?

Training Needs Assessment (TNA) is a systematic and continuing review of current and foreseeable organisational training needs.

Optimal training decisions require employers to have accurate information about their workers' training needs.

1. Train the right employees, with the right approach
2. Prioritise training needs with the highest business impact
3. Achieve a greater return on training investment

TNA is an essential requirement to the design of effective training. Its main purpose is to identify the gap between current performance and required performance. Skipping over TNA or assessing gaps is one of the root causes driving over 90% training program failure rate.

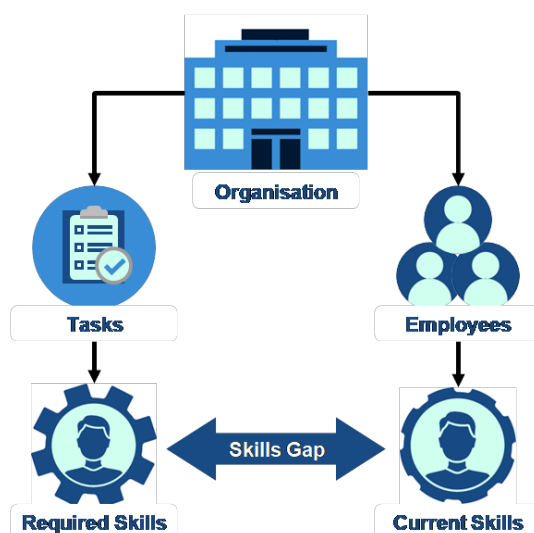
TNA can be considered the most important phase in ensuring the effectiveness of the planned training. This statement is made based on the heavy emphasis placed by many training theorists on this phase, who agree that TNA must precede any type of training intervention

Many organisations fail to acknowledge the importance of the TNA step in their training interventions. They spend money on training without proper analysis of how such training could help their needs

The Purpose of a Training Needs Analysis

The purpose of a training needs analysis is to identify accurately the gap between the current skill levels of the employees and the required skill levels. TNA provides a realistic basis upon which to plan, program, budget, direct and evaluate a viable training program.

The training needs analysis must be carried out before training activities are organised, since it guarantees the success of those activities.



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Before Training Needs Assessment

Why Corporate Training Is a Colossal Waste and What to Do About It

Training is not always the answer to performance problems. Not all performance problems can be addressed by training. Training can be a great investment and can be a waste of money. The key is to identify what problems can be attributed to training deficiencies to insure that the right training is implemented.

Therefore, it is important to establish whether or not performance gaps are truly the result of a lack of training or whether they can be attributed to something else. Training is not the best intervention when the performance issue is a result of:

- Policies and procedures issues.
- Recruiting, selection or compensation problems.
- A lack of communication and feedback.
- Insufficient resources, tools, equipment or materials.
- Work environment problems.
- Employee disengagement (job-person fit; person-org fit)

From Training to Performance

□ Think performance, not training! □ (Robinson & Robinson, 1995, p. 6). TNA process must start by focusing on the performance gap we are seeking to address. Sometimes there is no performance gap analysis and the result is frequently a pointless waste of time and money. That is why Needs Assessment typically involves Organisational Performance Analysis as a first step.

Organisational Performance Analysis

Organisational performance analysis is the process of identifying the organisation's performance requirements and comparing them to its objectives and capabilities. Here is where the performance problem is identified, or an opportunity for performance improvement is recognised

Training professionals are shifting their focus from teaching to improving the performance of individuals and organisations

Shifting our perspective from training to performance leads us to a more holistic approach. By taking a systemic view of all factors that impact performance (and by recognizing the benefits and limitations of training), we can become more efficient and more effective. Mike Taylor.

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Before Training Needs Assessment

Why Corporate Training Is a Colossal Waste and What to Do About It

□ Many training efforts are begun without any reason, continued with no purpose, and end in no results"

W. McGehee and P.W. Thayer.

TNA Models

Several TNA models have been presented in the literature which are known as Organisation-task-person (OTP) model. OTP consists of three levels of analysis: organisation analysis, operations analysis, and man analysis.

Organisational Needs Assessment

The organisation analysis determines the performance within the organisation. The important questions being answered by this analysis are who decided that training should be conducted, why a training program is seen as the recommended solution to a business problem ...

Occupational (Task) Needs Assessment

An occupational needs assessment relates to skills, knowledge and attitudes an individual must have to carry out a job irrespective of who he or she is. An example could be a typist requiring word-processing skills, or an operator in a call centre knowing how to use the software and the knowledge of relevant products or services.

Individual Needs Assessment

An individual needs assessment relates to the needs of the individual jobholders, his / her present performance, and the skill and knowledge gaps of the employee and their preparedness to adapt to the change.

Start with Organisational Performance Analysis

Knowing whether the gap in performance is a skill issue or, for example, an engagement problem helps you gain the clarity you need to create the most effective solution. So, before you can fix poor performance, you have to understand its cause. This is the methodology and practice of two well-known models: the Human Performance Technology (HPT) and the ISO 10015 Standard for training.

Training Needs Assessment should start with Organisational Performance Analysis as a first step. This can easily be achieved by using our powerful Organisational Performance Analysis Model (OPAM).

Three Levels of Skills Assessment

- Assessment of skills across the organisation , rather than just looking at individual staff. Future staffing requirements should also be considered.
- Assessment of specific skills sets required for positions within an organisation. These skill sets typically detail activities that the person needs to be able to successfully perform the requirements of the position.
- Assessment of individual skills while they are on the job to determine whether they are performing to the required standard, whether further training may be needed.

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Organisational Performance Analysis

How to Find the Causes of Poor Performance (or Areas to Improve Performance)? ☐

Human performance technology (HPT)

Human performance technology is the study and practice of improving productivity in organisations by developing effective interventions that are results-oriented, comprehensive, and systemic. HPT is the newest technology being utilised to meet the needs of many types of organisations, including governmental agencies, corporate and private enterprises, and the military.

Organisational Performance Analysis Model (OPAM)

Training Needs Assessment should start with Organisational Performance Analysis as a first step. This can easily be achieved by using our powerful Organisational Performance Analysis Model (OPAM).

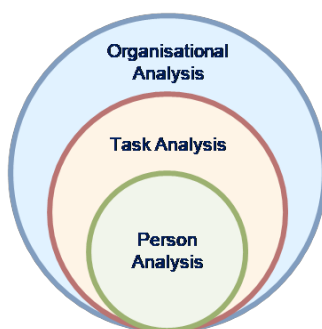
OPAM is an organisational performance assessment and analysis system designed to measure and assess the impact of nine critical areas on organisational performance. OPAM is used to improve performance by bringing staff together in cross-functional, cross-hierarchical groups to foster growth and create consensus around future organisational performance development activities; and to select, implement and track organisational change and development strategies. More details <https://www.opamodel.com>.

OPAM is a system, a tool and a methodology for analysing and measuring the performance of individuals and organisations, diagnosing their strengths and weaknesses, and developing effective solutions to improve their performance and raise them to the level of excellence, in a scientific way that saves effort, time and money.

OPAM combines an advanced proprietary human performance technology (HPT) model and the best assessment methodology to produce the most objective and accurate results. Its approach is based on:

- Human Performance Technology (HPT) and
- Participatory Assessment Method (PAM)

OPAM is an organisational performance assessment and analysis system designed and developed to measure and profile organisational performance and consensus levels in nine critical areas, and to assess, the impact of these activities on organisational performance. The nine key success areas examined in OPAM's performance model make it one of the most in-depth and comprehensive studies of an organisation available today.



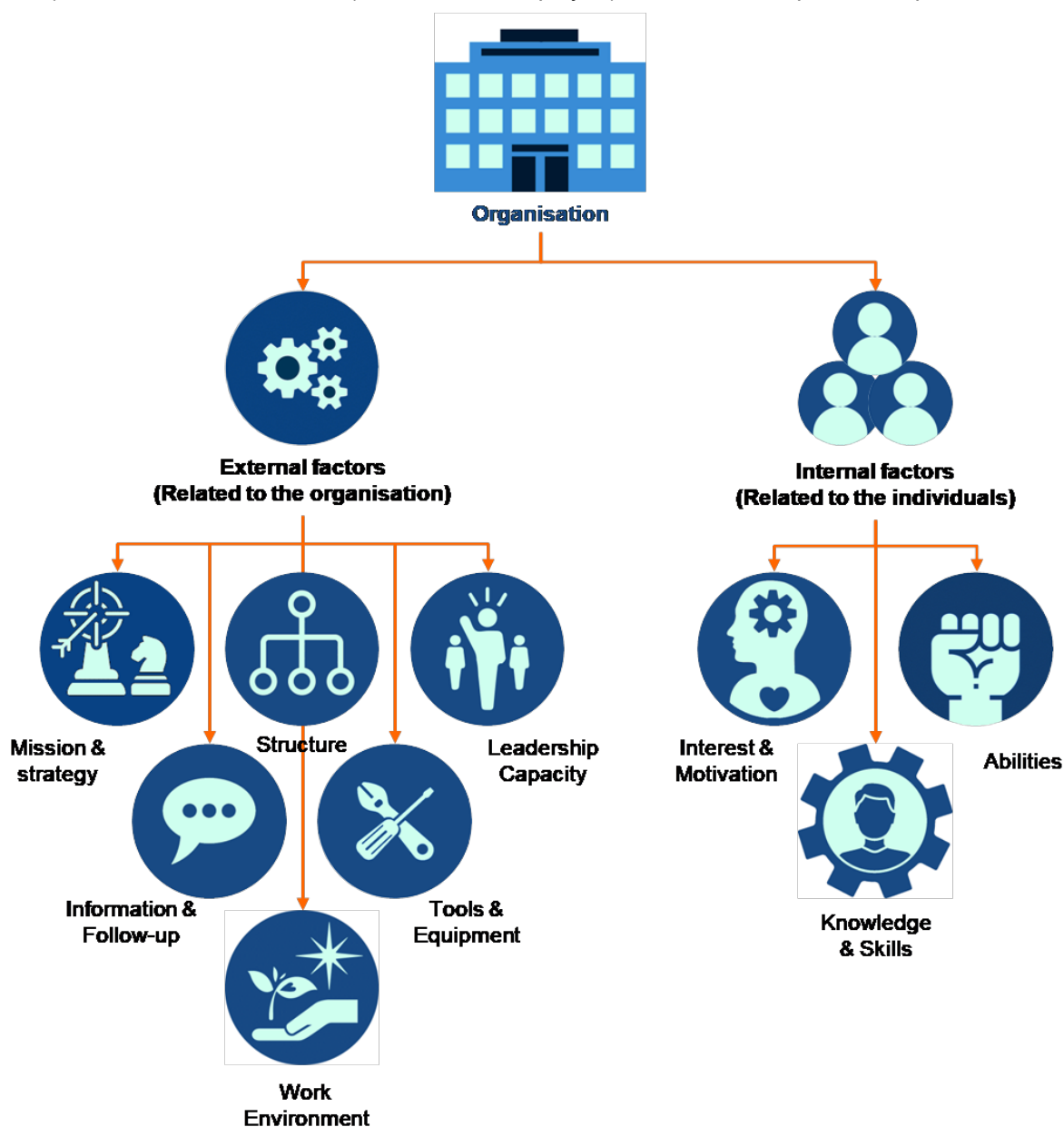
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Organisational Performance Analysis Model (OPAM)

Employee performance is affected by several factors □

Performance depends on internal factors related to the individual himself (such as knowledge, skill, and willingness to work), and external factors related to the organisation (such as management, leadership, resources, and the work environment).

OPAM system includes nine domains (factors) divided into two types: six external factors (related to the organisation), and three internal factors (related to the employee). More details <https://www.opamodel.com>.



OPAM is a research based solution to analyse and improve your organisational performance. It is one of the most in-depth and comprehensive studies of an organisation available today.

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Benefits of TNAS

Save Time and Money and Improve Performance



Benefits to Organisations

- Increases productivity and optimises resources
- Helps manage training budgets effectively
- Produces high quality management information
- Maintains training and development records



Benefits to HR and Training Managers

- Helps in identifying knowledge and performance gaps
- Addresses these gaps with appropriate training
- Determines who needs the training most in order to perform well in the organisation
- Determines what kind of training is required in terms of skills, knowledge, abilities and behaviour of the employee.
- Increases effectiveness of training programmes



Benefits to Employees

- Ensures right people get the right training
- Establishes relevance of training for employees
- Fosters a healthy coaching and mentoring culture
- Increases staff motivation and satisfaction



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Features of TNAS

Feature	Details	
What, Why and Who	TNAS answers What training is needed and Why, and Who needs it?	✓
Scalability	Use TNAS for individuals or groups with or without manager or employees assessment.	✓
Customisation	TNAS can be customised as you can define your own required skills or training areas as the basis for the assessment.	✓
Occupational and Individual Needs	TNAS supports both occupational assessment (position requirements) and Individual assessment.	✓
Skills Library	Over 750 skills classified into 50 categories, allow you to customise and build your exact skill sets for your organisation and departments.	✓
Skills Gap	TNAS identifies skills gap based on skill importance and current employees performance levels. The skills gap = position requirements - worker skills set.	✓
Built-in Intelligence	Because not all skills gaps have the same importance, TNAS built-in Intelligence calculates training priorities using a new innovative □Priority Index□ parameter.	✓
Detailed Reports	TNAS generates a detailed reports with current skill levels analysis and proposed training plan.	✓
Three Types of Reports	Report for employees, report for managers/supervisors and report for HR or training managers.	✓
Learning Dimension	Each report includes a learning and education sections to educate the employees and improve their awareness on how to develop their performance.	✓
Personal Development Plan	TNAS helps employees to create their action plan based on needs, reflection and goal-setting within the context of a career, training & development and self-improvement.	✓



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Definitions



KNOWLEDGE: refers to a body of information that a person needs in order to perform a particular job.

SKILLS: refer to the observable behaviours a person needs to carry out work tasks. Skills are usually gained through previous or current job experience or vocational training.

ABILITIES: are the qualities of being able to do something. Abilities are natural predispositions, they can be developed to generate further achievements.

ATTRIBUTES: refer to the physical or mental capabilities or aptitudes required by the person in the job. Attributes include values, interests, attitudes, or personal style needed by the person in order to cope with the conditions of the job.

COMPETENCY: Competencies identify the observable behaviors that successful performers demonstrate on the job. Those behaviors are the result of various abilities, skills, knowledge, motivations, and traits an employee may possess.

TECHNICAL SKILLS: Requiring specific knowledge of a program or task, such as computer skills and quantitative numeracy skills

JOB-SPECIFIC SKILLS: Trained and learned over time with experience, such as communication skills, leadership skills, and problem solving

SOFT SKILLS: a range of different abilities, personality traits and attributes that are often necessary for success in a particular role. This may include communication, emotional intelligence, empathy, work ethic, and teamwork.

TRANSFERABLE SKILLS: are those skills that are not specific to one particular type of job. They are skills that you can easily transfer from one type of role to another. Transferable Skills also referred to as: Soft skills, Core Competencies, Generic Skills or Critical skills.

SKILL SET: is a set of learned abilities necessary to succeed in a specific job. Skill sets include all the necessary skills and knowledge required to complete a job successfully.

SKILLS GAP: is the difference between the skills required to complete the job and existing skill set of any particular team member.

TRAINING NEEDS ASSESSMENT (TNA): is a process in which the gap between the actual and the desired knowledge, skills, and attitudes (KSAs) in a job are identified and prioritised..

JOB: a job is defined as an explicit or implicit contract between a person and an organisation to perform work in return for compensation for a defined period or until further notice (OECD 2002).

OCCUPATION: a set of jobs whose main tasks and duties are characterised by a high degree of similarity constitutes an occupation. Persons are classified by occupation through their relationship to a past, present or future job (OECD 2001).



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TNAS Implementation Structure

Training Needs Assessment System (TNAS)

TNAS is an easy, accurate and low-cost Training Needs Assessment system which allows you to:

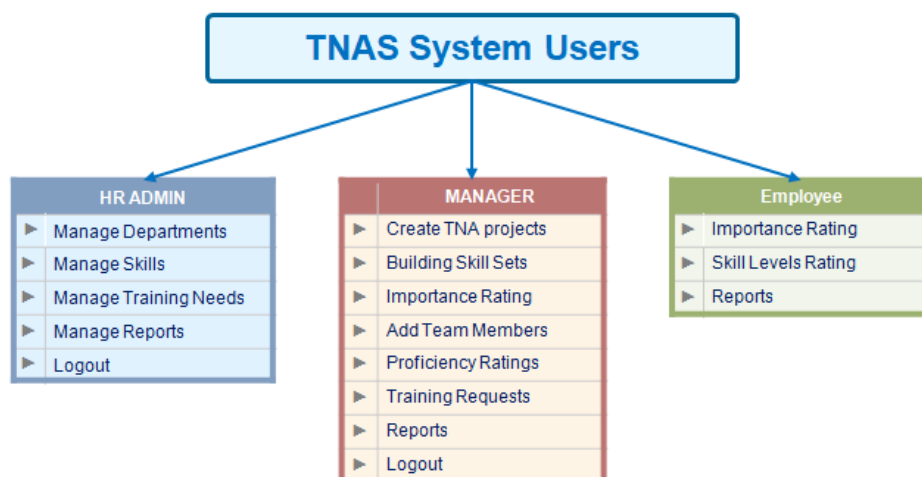
- Prioritise training needs with the highest business impact.
- Train the right employees, with the right programme.
- Minimise the Scrap Learning.
- Achieve a greater return on training investment.

Players in TNAS

Department means a section, a unit, or a group in an organisation that have a similar function or task, with a supervisor or manager.

There are three players involved in the training Needs Assessment System (TNAS):

- HR Admin who is the admin of the system.
- Managers or supervisors who manage or lead groups of people who have a similar function or task such as account, customer service, sales and marketing □ etc.
- Employees means the team or group whom the manager wants to find their training needs.



Manager or supervisor who manages or leads a group of people who have a similar function or task such as account, customer service, sales and marketing □ etc.

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Steps of Training Needs Analysis

A Training Needs Analysis is a structured process for identifying gaps in employee training and related training needs, usually performed by experienced learning and development consultants.

Assuming that the management established that performance gaps are truly the result of a lack of training and that training is the answer to performance problems, then the following are the essential steps of conducting a successful training needs analysis for your:

STEP 1: Define Roles and Identify the Skillsets

- Define roles within your department and identify the required skills and knowledge.
- The skills were picked from the skills library that contains both "soft" and "technical" skills.
- Limit the number of skills so that do not to exceed 7-10 skills for each task.

STEP 2: Assess Skill Importance

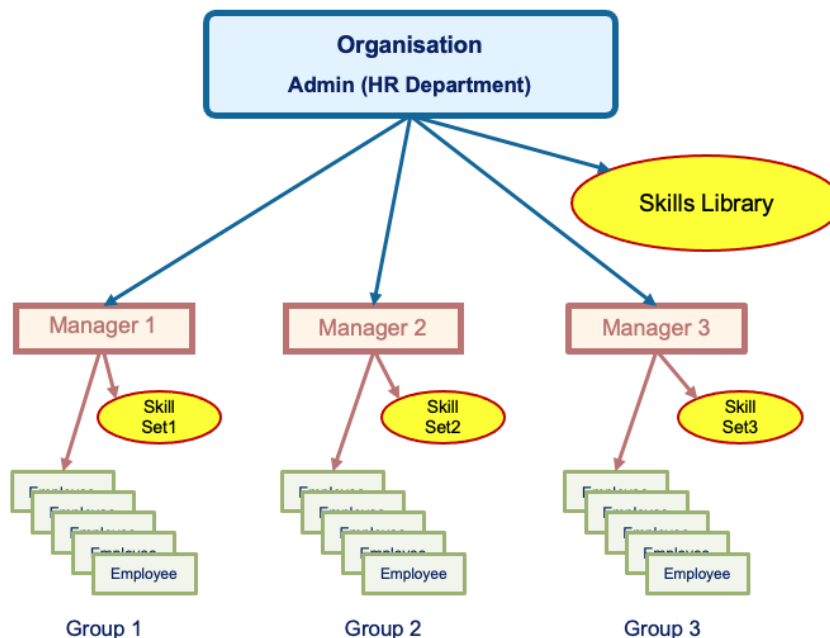
- Determine how important is this skill to perform this task.
- You may consult SME's to identify the critical skills for each key Job task

STEP 3: Assess Employees

- Rate the current skill levels of your team members (employees) for each one of the skills.
- Each team member rates himself on each one of the skills.

STEP 4: TNAS Calculates Gaps and Prioritises Training Needs

- TNAS compares the current skills levels against the required skill levels to identify skills gaps and prioritises training needs (greater weight to skill gaps of employees at the lower end of the scale).



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Training Priority Index

Organisation managers need to strategically prioritise resource allocation to achieve optimal level of performance improvement. TNAS helps prioritising training interventions, creating clear roadmaps and collaborate on training strategy. This can be achieved through the following steps:

1. Identify the critical skills for each key Job task
2. Determine how important is this skill to perform this task.
3. Rate the current skill levels of your employees for each one of the skills.
4. Compares the current skills levels against the required skill levels to identify skills gaps

Priority Index

Suppose you have the following results of training needs, as an example:

	Performance	Gap
Skill A	4	1
Skill B	3	1

We can see that the skill gap is the same (= 1) for both skills A and B. The question is: which skill gap needs to be closed first?

In the language of the IPA (Importance Performance Analysis) this is an iso-rating case. Different modifications of IPA have been proposed in the literature. A modified version of Importance-Performance Analysis (IPA) was used to measure the training needs priority.

Priority Index gives greater weight to skill gaps of employees at the lower end of the scale. I.e. Skill gap B should be closed first.



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TNAS Summary Report



TNAS Reports

There are three types of TNAS reports:

1. Individual report for each employee
2. Aggregate report for the whole team or group in a department
3. HR Admin report for the whole organisation

This is an HR Admin Report

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Departments

	Dept . ID	Department Name	Manager	Email	TNA Project	No of Employee
1	144	Finance123	Finance123 Manager	finance123@example.com	4	5
2	186	Research and Development	Rehan Abdullah	support@alpha-tnas.com	2	13

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Approved TNA Projects

TN	TNA ID	TNA Title	Department	Type	Date
1	TNA 100	Customer Servicee	Finance123	Groups	2021-05-31
2	TNA 101	Quality Management	Finance123	Individuals	2021-04-30
3	TNA 102	Time Management	Finance123	Individuals	2021-04-30
4	TNA 108	Finance Project 1	Finance123	Individuals	2021-05-31
5	TNA 120	First Project	Research and Development	Groups	2021-05-23

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Pending TNA Projects