INTRODUCTION

Training and development is vital part of the human resource development. Training and development is one of the key HR functions. Most organizations look at training and development as an integral part of the human resource development activity. The turn of the century has seen increased focus on the same in organizations globally. Typically, organizations prepare their training calendars at the beginning of the financial year where training needs are identified for the employees. This need identification called as ‘training need analysis’ is a part of the performance appraisal process. After need analysis the number of training hours, along with the training intervention are decided and the same is spread strategically over the next year.

According to Mathis and Jackson: “Training is a learning process whereby people learn skills, concept, attitudes and knowledge to aid in the achievement of goals”. According to Decenzo& Robbins: “Programs that are more present day oriented, focuses on individual’s current jobs, enhancing specific skills and abilities to immediately perform their job called training”.

The need for Training and Development

Training is also necessary for the individual development and progress of the employee, which motivates him to work for a certain organization apart from just money. We also require training update employees of the market trends, the change in the employment policies and other things.

1. Change: The word change encapsulates almost everything. It is one of the biggest factors that contribute to the need of training and development. There is in fact a direct relationship between the two. Change leads to the need for training and development and training and development leads to individual and organizational change, and the cycle goes on and on.

2. Development: It is again one the strong reasons for training and development becoming all the more important. People who work with organizations seek more than just employment out of their work; they look at holistic development of self. Spirituality and self-awareness for example are gaining momentum world over.
Systems View of Training - Stages in a Training Program

The success of a training program is evaluated in terms of the end result or the increase in the work ability, skill or competency in the trainee. For any training program to be successful it is very essential to follow a certain process.

The basic process as illustrated in the figure below consists of four stages which are assessment, development, delivery and evaluation.

- The process of training begins with the needs assessment stage. The aim of the assessment stage is to understand whether or not training is required. If the answer is yes; the next step is determining competency or skills gaps and the appropriate training intervention required.
- Once the training needs analysis is complete, the next stage is that of Development. This stage involves the development of content and the training material.
- The most important stage and perhaps the least talked upon from the training process is the delivery. Once the development stage is over it is time to conduct the training. Factors like time and venue of delivery are already decided in the earlier stages.
**Evaluation** is the last stage in the training process and more important from the perspective of evaluation of the effectiveness of training.

**Training Needs Analysis**

Training is an expensive process not only in terms of the money spent on it but also the time and the other resources spent on the same.

**Training needs analysis is a systematic process of understanding training requirements. It is conducted at three stages - at the level of organization, individual and the job, each of which is called as the organizational, individual and job analysis**

**Organizational Analysis**

The organizational analysis is aimed at short listing the focus areas for training within the organization and the factors that may affect the same. Organizational mission, vision, goals, people inventories, processes, performance data are all studied. The study gives cues about the kind of learning environment required for the training.

**Job Analysis**

The job analysis of the needs assessment survey aims at understanding the ‘what’ of the training development stage. The kind of intervention needed is what is decided upon in the job analysis. It is an objective assessment of the job wherein both the worker oriented - approach as well as the task - oriented approach is taken into consideration. The former is useful in deciding the intervention and the latter in content development and program evaluation.

**Individual Analysis**

As evident from the name itself, the individual analysis is concerned with who in the organization needs the training and in which particular area. Here performance is taken out from the performance appraisal data and the same is compared with the expected level or standard of
performance. The individual analysis is also conducted through questionnaires, 360 feedbacks, personal interviews etc.

**Techniques for Collecting Data for Training Needs Assessment**

The process of needs assessment happens at three stages or levels, the organizational, the job and the person or the individual. This is the basis for any needs assessment survey and remains the same more or less in all organizations around the globe.

**Techniques for Collecting data at Organizational Level**

As discussed already, in organizational analysis we try to ascertain the areas in the organization that require training interventions. Personnel and skill inventories, organizational climate and efficiency indices, Management requests, Exit interviews, management by objectives (MBO) are the various kinds of techniques that are used at the level of organizational analysis for collecting data for training needs analysis.

The techniques for data collection at the level of the job include job description, performance standards, work sampling, job specifications, job literature analysis, and analysis of operational problems among others. These techniques are aimed at extracting data for understanding the target of training i.e. what exactly should be taught in training. Time management may be one critical intervention in project handling / management. These techniques at the level of job are useful but yet not sufficient in helping understand who requires training and when.

**Training may prove worthless if it is conducted without studying individual data.** Performance appraisal data, questionnaires, attitude surveys, 360-degree feedback, assessment centers, critical incidents are some techniques that are employed to a good benefit. All these techniques are integral to the success of any training program. Development of a training program is the next step after the training need analysis has been conducted and there is a clear consensus on the need of training within the organization.