

Training Needs an Analysis

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Abstract

Training needs analysis (TNA) is defined as the “Identification of training requirements and the most cost effective means of meeting those requirements.” It is a series of activities conducted to identify problems or other issues in the workplace. TNA is an important process through which the trainer can exactly establish the trainee’s needs. It is just part of the planning that goes into trainee’s training and is always accompanied by a discussion on each person’s aims and requirements.

The purpose of training is to help people to improve their performances. The systematic approach to Training is concerned with performance and therefore identified training needs should be linked with the implementation of training.

The TNA is usually the first step taken towards a change. This is mainly because a TNA specifically defines a gap between the current and the desired individual and organizational performances.

The need for training is in every area of organizational activity that involves people. Therefore, you are likely to become involved with designing training programs in a variety of situations.

Why is the TRAINING NEED ANALYSIS step so often missed out? Quite simply you need to carry out a training need analysis because training and development is an investment. It is important to treat it as seriously as a investment made, say, in machinery new technology, or facilities.

It is always thought that a failure to do training need analysis is one of the reasons managers struggle to get senior managers to not just think of training as a cost but as an investment. For this approach it is necessary to get clear on “If training is the solution what is the problem?” Are we talking about skills, knowledge or is it more about unhelpful attitude and thinking on how we see the world? Large amount of our individual performance is profoundly impacted by our “inner world”, our perception drive our behaviors. An effective training need analysis will contribute to this investment in thinking by identifying training issues and priorities in a systematic way, rather than on ad hoc basis.

This research paper is purely based on the case study of Identification of Training needs for Engineers at Nasik Thermal Power station, Eklahare, Nashik

KEYWORDS: Training, , Needs of training, Identification, Analysis, change, workplace

1.1 Introduction:

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requirements.” It is a series of activities conducted to identify problems or other issues in the workplace. TNA is an important process through which the trainer can exactly establish the trainee’s needs. It is just part of the planning that goes into trainee’s training and is always accompanied by a discussion on each person’s aims and requirements.

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The need for training is in every area of organizational activity that involves people. Therefore, you are likely to become involved with designing training programs in a variety of situations as below.

1.1.1 Induction training Needs:

Induction training is a type of training given as an initial preparation upon taking up a post. Its goal is to help new engineers reach the level of performance expected from the experienced workers. It often contains information dealing with the layout of the organization’s operating facility, health and safety measures and security systems.

1.1.2 Job training needs:

The needs are directed towards attending to performance deficiencies associated with a particular job, current or potential. The training program has therefore to take into account these people, and the design of the program should prepare to meet all training needs, and other factors that may influence performance.

1.1.3 Occupational Training needs:

The needs are concerned with the person’s occupation of profession rather than simply the job currently held. The context for a training program may therefore be to develop occupational skills, and to provide opportunities for professional development.

1.1.4 Career Training needs:

Many people, particularly those with an academic, technical or professional background, work for a particular organization to satisfy career aspiration. Their needs are not necessarily concerned solely with employment in the organization, and a training program for them may offer no immediate benefit to it.

1.2 Importance of TNA:

An in-house trainer or a consultant performs a TNA to collect and documents information concerning any of the following issues:

1. Performance problems;
2. Introduction of new system, task or technology;

3. A desire to benefit from perceived opportunity.

1.3 Why is the TRAINING NEED ANALYSIS step so often missed out?

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It is always thought that a failure to do training need analysis is one of the reasons managers struggle to get senior managers to not just think of training as a cost but as an investment. For this approach it is necessary to get clear on “If training is the solution what is the problem?” Are we talking about skills, knowledge or is it more about unhelpful attitude and thinking on how we see the world? Large amount of our individual performance is profoundly impacted by our “inner world”, our perception drive our behaviors. An effective training need analysis will contribute to this investment in thinking by identifying training issues and priorities in a systematic way, rather than on ad hoc basis.

1.4 The benefits of TNA to the organization are:

- Investment in training and development will have a focus and direction
- Priority training needs throughout the organization will become apparent.
- Appropriate methods for meeting these needs will be identified.
- Training will be systematic and planned but flexible enough to cope with ad hoc requests
- The benefits of training will be measured against the initial cost.
- The contribution that training makes to organizational growth and success will be recognized.

Training can involve the changing of employees’ knowledge, skills, attitudes and behavior. Training needs can generally be classified as either individual or group needs. Individual needs may relate to orientation, refresher training or personal development. Group needs, on the other hand, refer to the need for a number of employees to change their behavior and skill base collectively. In addition, types of training needs can be reactive or proactive.

- **Reactive training:** - identifies existing weaknesses and acts to overcome them. These weaknesses take the form of barriers which prevent the achievement of set objectives, and can be identified by various symptoms.
- **Proactive training:-** prepares employees to handle future changes, both internal and external to the organization. This is a longer term approach, oriented towards development. Changes which may affect organization plans include product type and demand, work process, technology changes, legislation, financial factors, political issues and business expansion/contraction.

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2.1 Organisation Profile:

NTPS is a very important and responsible organization which plays a vital role in Electric Power Generation. The coal is transported from various Coal Mines from Eastern Maharashtra which is used as a primary fuel. Coal is fired in furnaces of boiler to produce high pressure steam, which is used in steam turbines. The engineers perform and control these various processes continuously round the clock 365 days by applying their knowledge and skill.

Since many engineers are working in three shifts for 24 hours, they face various plant emergencies and technical problems in various working areas like coal handling plant, boiler house, turbine house, control room and water treatment plant. If engineers are well trained in their interest area then they will perform their duties and responsibilities with more skill and confidence. Therefore it is very necessary to identify the training needs of the working in NTPS.

This research will be helpful in improvement in the confidence level, skills and quality of work. It will suggest the area of interest of the engineers, levels of job satisfaction, identify the training needs. It will be helpful in improving the efficiency and capability of the engineers to meet the targets and objectives of the organization. The proper training system in working gives great impact on competency.

2.2 Objectives:

- To study the organizational structure, culture of the NTPS: The first objectives of the survey was to study the organizational structure of the Nasik Thermal Power Station, Eklahare. To study the culture of the organization, staff structure, product, process of production, behavior of the engineers.
- To study the existing training programme of the NTPS for training to the engineers. The method of training, to know the importance of training, what are the existing programs of the training.
- To identify the areas of interest of the engineers regarding their job. To find out the areas in which the engineers of NTPS are interested in performing the jobs. To identify the Training needs of the engineers.
- To suggest new skills for problems solving and decision making.
- To identify the skills of the engineers to carry out the jobs.
- To sort out the problem areas regarding the job. To suggest the new skills and techniques for solving the problems and give suggestions regarding the training and decision making.

2.3 Hypothesis:

“The Training facilities for Engineers of Nasik Thermal Power Station, Eklahare, Nashik have positive relationship with their job skills and performance”

2.4 Research Methodology:-

The method adopted for the collection of **Primary data** for this research study is “Questionire Method” Under this Method list of questions pertaining to the training Need Analysis is prepared. The information is collected personally from engineers of different cadre. There are two types of questions asked in the questionnaire.

- Open ended questions:- It reflects the response to which exists in the conscious state of mind of respondents.
- Close Ended questions:- There is no scope to the personal opinion regarding the questions. Respondents have to tick with given options only.

The secondary data for this study is collected from the authentic sources like Books from liabrary, Manuals Website of the Organisation, data available in training centre and sub centre, Records at different sections, Observations in field survey.etc

2.4.1 Sampling units:

The area of units for sampling is engineers from various sections like Maintenance, Operation, Training Sections and office engineers. The samples will be from all cadres.

2.4.2 Sampling Size:

The sample size of the survey is for **50 Engineers**.

2.4.3 Sampling Method: The sample method used for sampling are broadly classified in two groups- Probability sampling and Non probability sampling . Further Probability based methods are simple Random Sampling, Systemematic sampling, and stratified Random Sampling and Cluster Sampling. The Non-probability methods are judgement Sampling, convenience Sampling Quota Sampling and snowball Sampling.

The sampling method adopted for this study is Stratified Sampling Method.

3.1 Observations:

The observations of the survey in Nasik Thermal Power Station are as per following

1. It is observed that most of the respondents (54%) are well experienced.
2. It is observed that most of the respondents (70%) are not acquired minimum 7 days training per year which is amendatory requirement of CEA.
3. It is observed that most of the respondents (80%) are found satisfied with training facilities at NTPS.
4. It is observed that most of the respondents (80%) still wish to acquire training in areas like Health related , technical professional or managerial.

5. It is observed that most of the respondents feel that the Superiors should be trained in different areas like Resource Management, Technical, Financial and Environment Awareness.
6. It is observed that 14% of the respondents feel that the reason behind above Training Need is Performance Problem, 56% feels that it is New Technology, 10% feels that it is Opportunity benefit and rest 20% feels it may be other than these three reasons.
7. It is observed that most of the respondents feel that Subordinates should be trained in different topics like 16% feel in Resource Management, 14% feel in Technical, 32% feel in Financial and 38% feel in Environment Awareness.
8. It is observed that most of the respondents (80%) say that NTPS training system is good
9. It is observed that most of the respondents (90%) say that NTPS training system satisfies the training needs.
10. It is observed maximum respondents (88%) say that NTPS staff is well trained.
11. The most of the respondents (78%) says that NTPS staff is having good job skills.
12. The most of the respondents says (84%) that the NTPS staff uses their job skill to perform their duties.

4.1 Suggestions and Recommendations :

Following are the suggestions to State Government and Central Government Power Department to assess the

- Training needs and requirements of the engineers.
- Measures and precautions to be taken by the management to maintain job skills and performance

1. It is observed that most of the respondents are not acquired minimum 7 days training per year which is mandatory requirement of central Electricity Authority. It is suggested to arrange for minimum 7 days training to each engineer of NTPA, EKLAHARE, as per their training needs.
2. It is observed that the respondents still wish to acquire training in areas like health related, technical professional or managerial. The required training in interested area may be given to staff.
3. It is observed that some respondents feel that their superiors should be trained in different areas like Resource Management, Technical, Financial or Environment Awareness, The training in these areas may be given.
4. It is observed that some respondents feel that Subordinates should be trained in different topics like Resource Management, Technical, Financial and Environment Awareness. The training in these areas may be given.
5. It is observed that some of the respondents are not satisfied with the training facilities provided to them, Training facilities to the engineers may be extended.
6. It is observed that the few respondents say NTPS staff is not well trained. The training to such staff may be given.

7. Some of the respondents say that the NTPS staff is not having good job skills. The training may be given to acquire job skills.
8. A few respondents say that the NTPS staff does not use their job skill to perform their duties. The training may be given for how to use job skills.

5.1 Conclusions: Ever wondered how often training is touted as a solution when there isn't a clear understanding of the problem. The simple and often neglected solution is to conduct training need analysis. we can properly conclude that, whether you are an experienced or inexperienced training professional or the person responsible for 'people' issues, making your training count is the way to influence the future success of your organization. In order to do this, you must be able to match all training directly to the needs of the organization and the people in it.

6.1 Bibliography:

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