



SNS COLLEGE OF ENGINEERING

Kurumbapalayam (Po), Coimbatore - 641 107

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DEPARTMENT OF MANAGEMENT STUDIES

COURSE NAME : 19BA315 STRATEGIC HUMAN RESOURCE MANAGEMENT

II YEAR /III SEMESTER

Unit 1 - STRATEGIC HUMAN RESOURCE DEVELOPMENT

Topic 5: HRD NEED ASSESSEMENT



MEANING & DEFINITION OF HRD NEED ASSESSEMENT

- MEANING:

- ◀ HRD Needs assessment is a process by which an organization's HRD needs are identified and articulated. It is the starting point of the HRD and training process.

- DEFINITION:

- ◀ Need assessment can be defined as a process for identifying and prioritizing gaps between current and desired results
- ◀ Need assessment can be defined as a method of finding out the nature and extent of performance problems and how they can be solved.



PURPOSE OF NEED ANALYSIS

- ▶ An organization's goals and its effectiveness in reaching these goals.
- ▶ Discrepancies or gaps between employees' skills and the skills required for effective current job performance.
- ▶ The conditions under which the HRD activity will occur.



IMPORTANCE OF NEED ANALYSIS

- ◀ Need assessment is the first step in the instructional design process.
- ◀ If not properly conducted, any one of the following situation may occur.
 - ◀ Training may incorrectly used as a solution to performance problem.
 - ◀ Training program may have a wrong content, objectives or methods.
 - ◀ Trainees may be sent to training programs for which they don't have the basic skills, pre-requisite skills or confidence needed to learn.



IMPORTANCE OF NEED ANALYSIS

- ▶ Training will not deliver the expected learning, behaviour change or financial results that the company expects.
- ▶ Money will be spent on training programs that are unnecessary because they are unrelated to the company's business strategy.



COMPONENTS OF ORGANISATIONAL ANALYSIS

- ▶ Organisational goals
- ▶ Organisational Resources
- ▶ Organisational Climate
- ▶ Environmental Constraints



SOURCES OF DATA COLLECTION FOR ORGANISATIONAL ANALYSIS

- ▶ Organisational Goals and Objectives
- ▶ Human Resource Inventory
- ▶ Skills Inventory
- ▶ Organisational Climate Indexes
- ▶ Analysis of Efficiency Indexes
- ▶ Changes in system or subsystem
- ▶ Management requests or Management Interrogation
- ▶ Exit Interviews
- ▶ MBO or Work Planning and Review System



Task/operational analysis

- ◀ Task Analysis provides;
 - ◀ Data about a job or group of jobs
 - ◀ KSA required to achieve the optimum performance

Purpose:

- ◀ The goals and objectives of learning.
- ◀ The required operational components of jobs, skills, learning goals or objectives.
- ◀ Knowledge state to characterize a job.
- ◀ To select learning outcomes appropriate for instructional development
- ◀ Prioritizing the tasks and training requirement.



Task/operational analysis

- ▶ Sequence of task to be performed, learned and taught
- ▶ Design instructional activities, strategies and techniques to foster learning.
- ▶ Select appropriate media and learning environment
- ▶ Construction of performance assessment and evaluations.



Task/operational analysis - Sources

- ❖ Job description
- ❖ Job specification
- ❖ Performance standards
- ❖ Perform the job
- ❖ Observe Job-Work sampling
- ❖ Ask questions about the job
- ❖ Review Literature concerning job



Task/operational analysis - Sources

- ❖ Develop job description
- ❖ Identify job tasks
 - ❖ What should be done
 - ❖ What is actually done
- ❖ Describe KSAOs needed
- ❖ Identify potential training areas
- ❖ Prioritize potential training areas



PERSON ANALYSIS

- Person Analysis helps the organisation to determine the training needs of the employees. Also to avoid sending employees to training those who are not in need.
- Components:
 - Summary person analysis,
 - Diagnostic Person Analysis.



PERSON ANALYSIS

- ▶ Performance Data
- ▶ Observation-Work sampling
- ▶ Interviews, Questionnaires
- ▶ Tests, Attitude surveys
- ▶ Check lists / Training Progress Charts
- ▶ Rating Scales
- ▶ Critical Incidents
- ▶ Diaries
- ▶ Devised Situations
- ▶ Diagnostic Rating
- ▶ Assessment Centers
- ▶ Coaching, MBO or Work Planning



RECAP

QUESTIONS???

THANK YOU