



Government of India
Training Division
Department of Personnel and Training

COURSE GUIDE

TRAINING NEEDS ANALYSIS
CONSULTANCY SKILLS COURSE



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COURSE GUIDE

TRAINING NEEDS ANALYSIS (TNA)

CONSULTANCY SKILLS COURSE

*Practice is the hardest part of
learning, and training is the essence
of transformation.*

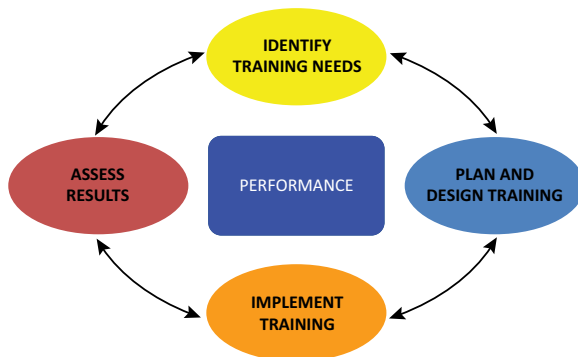
INTRODUCTION

Organisations need to continuously grow and develop. The 'value for money' concept is all-pervading and training is no exception to it. In other words, training has to be demand-driven and market-oriented.

Investment in training can only be justified if it leads to improved performance. For training to make an effective contribution to improved performance and help people to develop their potential, it should be based on all four stages of the Systematic Approach to Training (SAT).

The first stage of SAT requires identification of the training and development needs of people, as individuals and members of working groups. This enables time, money and resources to be focused on helping people and organizations solve performance-related problems and look for opportunities for development.

The Systematic Approach to Training - SAT



SAT is performance based training to improve and measure individual and organisational performance

However, all performance problems are not solved through training needs. Other, non-training factors, of equal importance, also influence performance. All these have been factored into in the concept and practices of Training Needs Analysis (TNA). TNA process involves analysis of the performance problems and providing suggestions for training and non-training interventions to improve efficiency effectiveness and motivation levels in the organization. The course intends to provide participants with necessary skills, aptitude, motivation, competence and tools for individual facilitation and consultancy skills.

PURPOSE OF THE COURSE

The purpose of the Course is to help participants develop Training Needs Analysis (TNA) Skills. As a result, they can recommend training and non-training interventions to assist client-organizations to hone skills, sustain competency and improve performance. The consultancy approach helps to:

- Identify the unique needs and specific aims of an enterprise and client group
- Decide whether training and skills solutions are appropriate for the client (and when)
- Identify the most appropriate services and options for the client
- Contextualise program development, delivery and assessment
- Align the skill program/s to organizations goals
- Support compliance in developing training and assessment strategies and consulting with organizations need

Designed for

The TNA Consultancy Skills Course is intended for Departmental and Institutional trainers. It is also suitable for experienced Government officers and managers who are involved in helping improve performance.

COURSE STRUCTURE

The development of Consultancy Skills involves a general understanding of the Systematic Approach to Training(SAT), linked to specific knowledge and skills of the process and techniques required to identify training and non-training needs. The Course has 4 distinct features, each helping participants to develop Material their skills and understanding of TNA namely

1. Distance Learning
2. Blended Learning/E-learning
3. Consultancy Skills Workshop
4. Project Work (embedded within Course/Workshop)

Runs over a period of six working day, it Includes exercises, a case study and a TNA consultancy assignment with a selected client organization.

Distance learning

DLM provides a general overview of the Course and the concept of TNA; introduction to some tools used in the TNA process to give better understanding to the Course and exposure to issues which can be faced during the TNA consultancy process. A self-assessment is also included to reinforce understanding of the content and concepts.

Consultancy Skills Workshop

The Workshop is designed to be conducted over six working days. It includes exercises, Case Study and a TNA Consultancy assignment with a selected client-organization.

FACILITATORS

The facilitators certificated as competent by the Training Division of the Department of Personnel and Training, Government of India and are experienced in this field.

STYLE OF THE COURSE

The TNA Course is intended to help participants develop Consultancy Skills, especially in respect of identifying training needs.

This is not a '*taught*' Course but a highly experiential course encompassing a series of practical learning activities. The course is delivered through multiple teaching media and styles and activities with a self directed learning approach - simulated by the use of Case Study and other field-based situations. Participants are, therefore, expected to take responsibility, both for their own learning and in helping the development of other participants. Participants will be encouraged to share their learning experiences with others, and to give and receive support and feedback.

COURSE REQUIREMENTS

Distance Learning

The purpose of Distance Learning is to introduce the concept of Training Needs Analysis and outline issues they will face when carrying TNA Consultancies. The expectation will be that participants have studied the material and completed the Log Book entries and taken the Self Assessment Test.

The Distance Learning Material will assist the participants to develop an understanding and prepare themselves for the Course.

Workshop

The Workshop familiarizes participants with TNA Resource Kit and provides a series of opportunities for participants to develop their Consultancy Skills. Initially, this will be done by means of institutional-based simulated activities using a Case Study. Following this, participants will be formed into Consultancy Teams to carry out field-based Consultancy with a client-organization.

As the Workshop is based on an intensive series of team activities, it requires full-time commitment, including evening study and project work. We, therefore, assume that Course participants will be either residential or within easy commuting distance.

TNA Resource Kit

The Resource Kit, which is the backbone of the Course, forms a framework for TNA consultancy activities.

It establishes a clearly defined process for consultancy and a selection of tools/techniques consisting of a Case Study, Tools, Checklists, Recommended Notes and Exercises, spread over Five Phases.

Five Phases

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|-----------|-------------------------|
| Phase I | : Entry and contracting |
| Phase II | : Data Collection |
| Phase III | : Analysis & diagnosis |
| Phase IV | : Feedback |
| Phase V | : Withdrawal |

OBJECTIVES

At the end of the Course, participants will be able to

1. Explain how Systematic Approach to Training (SAT) can be used to help organizations improve performance
2. Define Training Needs Analysis
3. Explain how TNA contributes to the design and delivery of training
4. Describe three factors contributing to performance problems
5. List the Five Phases used to carry out TNA Consultancy
6. Use some of the tools included in the TNA Resource Kit to carry out Consultancy activities
7. Establish a TNA Consultancy assignment with a Client-organization
8. Build a relationship with a Client and Stakeholders
9. Interview a Client, Stakeholders and others associated with '***Terms of Reference***' Consultancy
10. Collect data relevant to identifying Performance Problems in a Client organization
11. Analyse data to identify training and non-training needs
12. Distinguish between training and non-training factors affecting performance
13. Clarify the priority of identified Performance Problems
14. Discuss findings and proposed recommendations with a Client and Stakeholders
15. Link training recommendations to other stages of SAT
16. Write a TNA Consultancy Report
17. Present a Report and recommendations to a Client
18. Prepare '***Design Briefs***' Framework"
19. Conduct a full Five-Phase TNA Consultancy assignment with a suitable Client organization
20. Meet DoPT competence criteria for the award of "Certified TNA Consultant"

ASSESSMENT

The priority during the Course is to help participants to develop TNA skills. Assessment is, therefore, concerned with informal feedback and advice to individual participants.

Assessment is at multiple levels:

1. Self Assessment Test for participants to understand their understanding of TNA Course after reading DLM and prepare them for the Workshop
2. Continuous Formative Assessments of the participants skills, understanding of concepts, use of tools and resources in the consultancy assignments and other competencies required for an effective consultant. Tips will be given by the trainer during the Course
3. Project embedded in the Course which will be assessed by the trainer
4. For the participants who wish to develop as Trainers, a project post the Workshop will need to be conducted and completed at their organisation, which will be assessed and submitted to DoPT

TIMETABLE

DAY AND TIME	CONTENT
Monday 9.00 - 18.00	Registration/ Introduction/Inauguration
	SAT
	Course Overview
	Distance Learning Material (DLM)/Exercise
	What, Why, When, Where & How of TNA
	Five Phases of TNA
	TNA Resource Kit
	Introduction to TNA Resource Kit
	TNA Process
	Environmental, Motivational & Behavioural Factors
	Learning/Unlearning
	Training /Development
	EMB Exercise
Tuesday 09.00 - 18.00	Consultancy Behaviour Exercise
	Effective/Ineffective TNA Consultant
	Presentation of selected TNA Tools
	Briefing on Case Study
	Briefing on Time-Table of Consultancy Cycles
	Briefing of Role Players
	Post Lunch CASE STUDY
	<ul style="list-style-type: none"> Entry and Contracting (Phase-I) Data Collection (Phase-II)
Wednesday 09.00 - 18.00	CASE STUDY (continued)
	<ul style="list-style-type: none"> Analysis and Diagnosis (Phase-III)
	Post Lunch Briefing for Client Departments/Organizations
	Proceed to Client Departments/Organizations
	TNA Consultancy Assignment starts
	<ul style="list-style-type: none"> Entry and Contracting (Phase-I) Data Collection (Phase-II)

CONTENT	
Thursday 09.00 - 18.00	TNA Consultancy Assignment (continued) <ul style="list-style-type: none"> • Data Collection (Phase-II) and • Analysis & Diagnosis (Phase-III)
	<i>Post-lunch</i>
	Analysis & Diagnosis (Phase-III) and
	Feedback (final meeting with Client & Stakeholders) (Phase-IV)
Friday 09.00 - 18.00	TNA Consultancy Assignment (continued) <ul style="list-style-type: none"> • Preparing TNA Report • Preparing Presentation for the Client
Saturday 09.00 - 17.30	TNA Consultancy Assignment (continued) <ul style="list-style-type: none"> • Preparing TNA Report • Preparing Presentation for the Client • Team Rehearsal of Presentation <i>Post-lunch</i> <ul style="list-style-type: none"> • Presentation of TNA Consultancy Report before Client • Feedback from Client, Stakeholders and Tutors • Distribution of Certificates/Valediction

PROJECT

Distance Learning followed by the Workshop gives participants an opportunity to develop skills and understanding of the process and techniques for carrying out the duties of TNA Consultants.

The Project, *which is embedded at the end of the Workshop everyday* is intended to continue this development, develop and confirm competence during the Course.

The choice of a suitable Project is left to participants and their Management to decide, although it should be concerned with genuine Performance Problems in their Department/Organization.

Assessment of the Project will be based on the Project Assessment Criteria. The criteria to be used for assessment will give emphasis on the imaginative application of TNA features. It is not intended to impose a rigid set of rules.

The criteria score for an Acceptable Project is 70%.

