



**Government of India**  
**Training Division**  
**Department of Personnel and Training, New Delhi**

# **DLM**

# **LOG BOOK**



Training Need Analysis  
Consultancy Skills  
Course

Distance Learning Log Book



# Introduction

Welcome to starting your process leading to becoming a Certificated TNA Consultant.


A TNA Consultant plays an important role, whether as a trainer working in a training institute or assigned training duties in a department of the government. As you participate in the course, you will understand the vital, contribution Training Needs Analysis (TNA) can make to effective training for improving performance of individuals and organizations.

The distance learning will provide a context for your work as a TNA consultant. Introducing Training Needs Analysis considers how to justify training as a legitimate, beneficial investment; it also describes the **‘Systematic Approach to Training’**, a four-stage process used to organise training activities.

The course you are starting consists of a series of development opportunities - each designed to help you become a competent consultant. As with most development activities, the more effort you put in to the learning opportunities we'll give you, the more rewarding you'll find the experience. Once you have read the TNA Introduction Handout and the Performance Problem, the

next step is to complete the short development activities given in the log book. There are several reasons for asking you to use this Log Book and complete the short development activities:

1. The activities will help to highlight significant learning points that will be discussed during the workshop.
2. Some participants may be familiar with TNA, whereas for others it may be a new concept. By reading the DLM, Completing the log book and taking the Self assessment exercise, all participants will have a common understanding of the subject, and a basis from which to continue their development.
3. The intention is to help each participant link course activities to real situations in your organisation, or in a typical client organisation where you might offer your consultancy services. A pre-course Handout interviewing and Questioning Parameters has been given to collect information in your organisation.
4. The first session of the workshop is planned on the assumption that each participant will have completed study of the distance learning material.

*As you study the distance learning material, you'll come across this icon .*

*It indicates a particular learning point - perhaps a question, something to do, or an issue to reflect on in relation to your future work as a TNA consultant.*

*Use this log book to take notes so that you can contribute to initial workshop activities.*

## INTRODUCING TRAINING NEEDS ANALYSIS

This course is demanding and challenging. To optimize the benefits of this course, please do the following:

**Thoroughly complete the pre-course work (DLM) prior to coming to the course.**

Traditionally, participants are first introduced to a topic in the workshop; however, reading and doing exercises of the DLM prior to the workshop and completing a short quiz on the reading enables participants to get more out of class if they already know the basic definitions and vocabulary, as well as having already had the chance to work through simple examples and think about concepts at their own pace. This also helps control for the variability in background knowledge of the participants in the workshop.

### Anecdote

Several years ago, as part of a major professional trainer development programme, we issued a distance learning study pack to newly joining participants. The intention was to introduce an important subject area and to help participants prepare for what would be several weeks of intensive study, starting with a skills-based workshop.

The intention was that by completing their distance learning, each participant would have a common understanding of the



subject, a basis for contributing effectively to learning activities and establishing starting point for workshop activities.

Although we distributed the distance material, some participants apparently had difficulty participating in workshop activities. By failing to study the material thoroughly, they were unable to consider links between subject knowledge with its practical application. Unfortunately, these difficulties did not simply hamper progress for the individuals concerned, they affected the development of other participants who were keen and ready to continue their learning. One person, in particular, found it extremely difficult to cope with workshop activities.

### **Why have we included this anecdote and mentioned one participant?**


Later in the programme, after this participant had caught up with other participants and could make a very positive contribution, the participant made a confession. When they received the distance learning study pack, and being a senior officer, had decided to delegate the study to a subordinate - who was required to complete the log book.

## **This is a true story - and the subject area? Training Needs Analysis!**

The learning point from this anecdote is that,

- Distance learning will be used as an effective alternative to lengthy and often tedious lecture-based training courses.
- By using distance learning, training institutions will offer shorter skills-based training linked to improved performance.
- By studying the material provided also DLM and on completing this log book, you can make an effective contribution to a variety of learning activities that are a main feature of the TNA Consultancy Skills course.

However, if you decide to do the same as our anecdotal participant, perhaps you should send your subordinate to attend the course!

 A. *Briefly describe the typical client organisation where you are likely to carry out TNA consultancy assignments. Also, consider answers to the following questions:*


A.1 What is your relationship to the client organisation?


A.2 Is it in the public sector or in the private sector?


A.3 Who are its customers or beneficiaries?


A.4 How is the organisation's performance assessed?


A.5 In your opinion, is it successful?

-  B. *What changes or concerns about performance are likely to influence your client's willingness to invest in training?*


-  C. *List 5 typical performance problems you have encountered, either within your client organisation or in your work generally.*

-  D. *Select one important performance problem from your list where training is needed. Identify stakeholders who should be involved when seeking a solution to the problem. Note that this problem should include both training and non-training implications.*

-  E. *Consider the potential availability of training resources in your client organisation. How will this influence your work as a TNA consultant?*

-  F. *Generally, in respect to your client organisation, how can validation and evaluation of training and non-training initiatives be used to assess performance?*



-  G. *Although your TNA consultancy will identify training needs and enable you to make recommendations, what constraints are likely to influence your client organisation's ability to obtain value from their investment in training?*



*List any areas you have read in the DLM that you may need to clarify.*











