

**No. 12021/7/2003-Trg.I.**  
**GOVERNMENT OF INDIA**  
**MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSIONS**  
**DEPARTMENT OF PERSONNEL & TRAINING**

**TRAINING DIVISION, BLOCK 04, 3<sup>rd</sup> FLOOR**  
**OLD JNU CAMPUS, NEW DELHI -110067.**  
**DATED 1 June, 2004.**

1. All Ministries/ Departments and attached offices of Government of India
2. Chief Secretaries of States/Union Territories
3. All Central/National/ State Training
4. Staff Colleges of Banks, PSU s (Central & State)
5. Other Training Institutions (Government & Semi-Government only)

Sir/Madam,

You may be aware that the Training Division of Department of Personnel & Training, Government of India is sponsoring 'Training Needs Analysis' (TNA) courses based on a specially designed package on the subject for the trainers of various training institutions from Ministries, Departments, Organisations, Banks, Public Sector Undertaking etc.

These courses are to be conducted under National Calendar in selected Training Institutions viz. Uttaranchal Academy of Administration-Nainital, MCR HRD Institute of Andhra Pradesh-Hyderabad, AIM-Chennai, RCVP Noronha AOA & M- Bhopal, ATI-Kolkata, HCM RIPA-Jaipur, AASC-Guwahati, SKIPA – Ranchi, UPAA & M- Lucknow, IGPR &GVS Jaipur and DDUSIRD-Lucknow. The detailed information and the schedule of TNA courses during 2004-2005 are enclosed. Nominations of faculty members/officers (not more than five in number) may be sponsored for these courses. Nominations will be accepted on the availability of slots. The courses are residential. No course fee is payable by the participants for attending the course. The sponsoring authorities will have to pay for their participants the board and lodging charges (@ Rs.200/- per day per participant) directly to the host-Institute. The Participants should be considered 'on duty' during the entire duration of the course.

The nomination forms, complete in all respects (in the enclosed proforma), should reach the host Institute whose addresses are given in the enclosed list at least 4-weeks before the starting date of the course. The officers should not finalize their travel plans unless they have received conformation from the concerned institute.

Yours faithfully,

Sd/-  
(Salim Haque)  
Director (Training)  
Tele: 26107960 & Fax:26107962

Encl: as above

## **TNA COURSE GUIDE**

### **1. CONTEXT**

The National Training Policy (NTP) emphasizes systematic approach to training for the purpose of enhancing performance at individual, group and organizational level. For this purpose, NTP recommends:-

- Comprehensive analysis of Government Goals and objectives
- Concretizing the objectives of a work organization.
- In depth exercise of studying performance based issues that lend themselves to be being treated by the training and linked non-training factors.
- A Proper analysis of the job of individual functionaries by breaking it into specific task components and its linkages with lower, corresponding and supervisory levels.

The NTP stipulates that the exercise regarding identification of training needs can be initiated by the organization itself, however they may involve some training experts. The TNA exercise is expected to be comprehensive enough to cover all relevant technological, technical, managerial and other aspects of organizational working, so that it yields a complete picture of strong points that are harmonious with the objectives of the organization and the weak ones that need to be addressed by training or otherwise. The TNA exercising should result in identification of specific problems that need to be addressed by training and related non-training/support factors. Therefore, there is a need to equip the organizations with competence of carrying out Training Need Analysis to improve its performance and to prepare for the future.

### **2. AIM OF THE TNA COURSE**

*The course aims at:-*

- A. Familiarising participants with the need of systematic Training Need Analysis (TNA) and related challenges/constraints.
- B. Equipping participants with tools and techniques of carrying out TNA.
- C. Developing competence to identify training needs and formulates plans/strategies to link training with performance enhancement as envisaged in the NTP.
- D. Preparation of TNA reports enabling organization with competence to analyze present/anticipated future performance-based issues.

### **OBJECTIVES: PRE-TRAINING: PRE TRAINING PHASE**

- Describe systematic approach to training

- Explain applicability of SAT concept for training to enhance/improve performance in Government organizations.
- Define the concept and terminologies relevant to TNA.
- List salient features related to TNA envisaged in NTP

***OBJECTIVES:- TNA WORKSHOP (MODULE-1)***

***PERFORMANCE BASED ISSUES***

- Define the term performance, performance problem, standards and competence
- Describe factors contributing to performance of an individual/group/organization
- Identify categories of performance
- Segregate causes, effect and symptoms of a performance problem.
- Generate solution for identified causes which can respond to performance enhancement.

***OBJECTIVES: JOB/TASK ANALYSIS (MODULE-II)***

- Define the term job analysis and task analysis
- Describe the steps in carrying out job/task-analysis
- List uses of job/task analysis
- Conduct job/task analysis in a given situation
- Identify jobs/tasks where training is needed.

**OBJECTIVES: ORGANISATIONAL ANALYSIS**

- Describe steps in organizational TNA
- List tools and techniques needed to carryout TNA
- Identify sources of information of TNA
- Identify documents of use in carrying out TNA
- Apply tools and techniques of acquiring information for organizational TNA
- Conduct an organizational TNA

**OBJECTIVES: ORGANISATIONAL ANALYSIS (MODULE-III)**

***ORGANISATIONAL ANALYSIS (II)***

- Identify organizational training needs and related non-training interventions
- Obtain and analyze information using appropriate tools and techniques
- Identify training and non-training implications
- Prioritize and clarify identified training needs.
- Plan strategies for meeting identified training-needs
- Prepare a report on findings of the analysis
- Present findings to management and seek their commitment/guidance.

**3. COURSE METHODOLOGY**

The course consists of pre-training phase wherein participants are sent some training related documents with the concept of Systematic Approach to Training and National

Policy. This is followed by a two week (10 working days) workshop wherein participants will be provided learning opportunities which will include activities concerned with the application of concepts, practice, issue and Training Needs analysis function in an organization/Institution.

#### **4. THE WORKSHOP**

The workshop is based on an intensive series of individual and group activities, which require full time commitment for five days. In addition to formal workshop sessions, the participants will be involved in exercise; studies and group work in the evenings. In order to ensure availability of participants on full time basis, the workshop is residential.

A Comprehensive set of handouts and performance aids including checklists and flow chart will be provided. These are intended to provide participants with information needed during the workshop and provide ready reference material in the training function. The performance aids will help in completing their individual projects as also assist in developing competence for effective performance of their role by facilitating a transfer of learning in their own work situation.

### **TNA COURSE BROCHURE**

#### **CONTEXT**

The National Training Policy (NTP) emphasizes systematic approach to training for the purpose of enhancing performance at individual, group and organizational level. For this purpose, NTP recommends:-

- 1. Comprehensive analysis of Government Goals and objectives.**
- 2. Concretizing the objectives of a work organization.**
- 3. In depth exercise of studying performance based issues that lend themselves to be being treated by the training factors.**
- 4. A Proper analysis of the job of individual functionaries by breaking it into specific task components and its linkages with lower, corresponding and supervisory levels.**

The NTP stipulates that the exercise regarding identification of training needs can be initiated by the organization itself, however they may involve some training experts. The TNA exercise is expected to be comprehensive enough to cover all relevant technological, technical, managerial and other aspects of organizational working, so that it yields a complete picture of strong points that are harmonious with the objectives of the organization and the weak ones that need to be addressed by training or otherwise. The TNA exercise should result in identification of specific problems that need to be addressed by training and related non-training/support factors. The organization, therefore need to be equipped with competence of carrying out Training Need Analysis.

Developing competence to carry out TNA systematically would require training a large number of training managers, line managers and trainers. Training of such a large target population would require capacity building for conducting training need analysis, which can be standardized to a large extent along with in-built flexibility so that it can be run on a decentralized basis. A proper balance between standardized contents with options/flexible tools for conducting TNA, which will require facilitating conceptualization of this course to suit organization/Deptt./State specific needs.

## **NEED FOR SYSTEMATIC TNA**

**The need for systematic TNA arises from the following:-**

- A. Training in many cases may be the appropriate response to an organization's performance based issues. But this may not be considered as the only responses to solve the performance problem.
- B. Even when training is an appropriate response, it is desirable to determine what kind of training. Also, before an organization commits resources to training, efforts must be made to determine as to where training might improve the performance. The enquiry should be to find out whether training is likely to help/solve the organization's problems or whether the solution lies elsewhere. If training is one of the possible solutions or atleast a partial solution, the kind of training required would have to be determined. Hence Training Needs Analysis.
- C. Training has its own costs it does not come cheap. The cost of training involves salary of trainer, supporting staff, equipment, transport, development of training material, communication, accommodation etc. Such costs would become in fructuous if the training need is not adequately assessed.

## **ROLE OF TRAINING FUNCTION**

The NTP stipulates that responsibility of training rests with the organization. Training a large number of functionaries at cutting edge level will require setting of training in organization. In order to accomplish this every organization will have administration, vigilance, welfare function, which will be looked after by a training manager to be designated for the purpose. The training function encompasses all activities aimed at improving the performance with the help of training/learning interventions and includes.

- a) Advising management in formation of training and development policy
- b) Preparing training plans and deciding training priorities
- c) Analysis of performance based issues and identification of training activities/areas.
- d) Providing appropriate learning opportunities to all employees.

It is evident that the training can play its role effectively, only when analysis of performance based issues is undertaken regularly it identified where training intervention and non-training implication can be combined and in what manner, as

also where training is one of the solutions, who need it and how to meet the identified needs. It is this task, alone which will pave the way for working out appropriate strategies and evaluation of training. Being the first task, its comprehensives, coverage and outcomes determine, contours of the training interventions. The board methodology which training function, may follow, could be;

- **Identify discrepancies between the job requirement and the current knowledge/skill/attitude at the designated levels in terms of the Interventions required.**
- **Segregate the training Interventions from the non-training interventions.**
- **Determine the methodology of training depending on the target groups, their size, adequacy of training/learning resources available, the number of functionaries of the target group who spared at a time for training etc.**

### **AIM OF THE TNA COURSE**

**The course aims at:-**

- e) Familiarising participants with the need of systematic TNA and related challenges/constraints.
- f) Equipping participants with tools and techniques of carrying out TNA.
- g) Preparation and Presentation of TNA reports in given formats enabling organizations with competence to analyze performance-based issues, identify training needs and formulates plans/strategies to link training with performance enhancement as envisaged in the NTP.

### **BENEFIT**

- The Govt./Public Sector NGO, Autonomous bodies, organization will benefit as they will have trained manpower to carry out systematic TNA, facilitating design of need based training courses.
- It will help implementation of NTP and institutionalize the concept of SAT
- It will make training system more responsive to the needs of organization.
- The Project undertaken by the participants when completed, will demonstrate linkage between training and performance.
- Successful completion of the project will result in making training “Demand Driven” ultimately resulting in improved performance.

### **COURSE STRUCTURE**

The Structure of the course will consist of three phases:-

**Phase I : PRE-COURSE DEVELOPMENT**

## **Phase II: TNA WORKSHOP**

### **Pre-Course Development**

This phase will provide participants an opportunity to study the concepts underpinning and issues relevant to training needs analysis. They will also be made familiar with NTP stipulations related to TNA. During this phase, selected participants will be sent Pre-Course Reading Material (PCRM), three weeks before commencement of the workshop. The PCRM would cover Systematic Approach to Training (SAT) concepts, Analysis of performance Problems and relevant extracts of NTP, along with some exercise. Participants will be expected to complete the study and exercise before commencement of the workshop.

### **TNA Workshop**

The workshop will be run for two weeks (ten working days). It will include activities concerned with the application of identification of performance-based issues, task/job analysis, organization training needs analysis, formulation of training strategies and preparing a TNA report. The workshop will conclude with participants agreeing to undertake individual project on identification of training needs related to their organization.

### **TARGET GROUP FOR TNA COURSE**

- ❑ Officers form government/department involved in organizational – development and performance improvement initiatives.
- ❑ Training Managers/Training Coordinators.
- ❑ Department and intuitional trainers involved/likely to be involved in undertaking TNA assignments.

**For more information you may contact Training Division or the 11 Training Institutions:**

#### **RCVP Noronha AoA&M Bhopal**

RCVP Noronha Academy of Administration & Management,  
Madhya Pradesh, Arera Colony, Hitkarni Nagar, Bhopal – 462 016.

(Tel # 0755 – 5282808, 5279066 Fax # 5282808 Email: [hmmishra@sancharnet.in](mailto:hmmishra@sancharnet.in)  
or [hmmishra@indiatimes.com](mailto:hmmishra@indiatimes.com))

#### **Uttaranchal AoA Nainital**

Uttaranchal Academy of Administration  
Adrwell Camp, Oak Park, Nainital – 263 001.

(Tel # 05942 – 236068, 235011 Fax # 237642)

#### **AASC Guwahayti**

Assam Administration Staff College, Jawahar Nagar,  
Khanapara, Guwahati – 781 002.

(Tel # 0361 – 2263325, 2262372 Fax # 2262361)

**HCM RIPA Jaipur**

HCM Rajasthan State Institute of Public Administration,

Jawaharlal Nehru Marg, Jaipur – 302 017.

(Tel # 0141 – 2704950-56, 235011 Fax # 2705420, 2702542 Email: [rk4choubisa@hotmail.com](mailto:rk4choubisa@hotmail.com))

**UPAA&M, Lucknow**

U.P Academy of Administration & Management

Sector 'D' Aliganj, Lucknow - 226 024.

(Tel # 0522 – 2379739 & Fax: 0522 - 2386747)

**MCR HRD Institute of Andhra Pradesh, Hyderabad**

MCR Human Resource Development Institute of Andhra Pradesh,

Road No. 25, Jubilee Hills, Hyderabad - 500 033.

(Tel # 044 – 23548487 & Fax: 23548489, 2354887)

**Indira Gandhi Panchayati Raj & Gramin Vikas Sansthan, Jaipur**

Jawahar Lal Nehru Marg, Jaipur – 302 004

(Tele: 0141 – 2706577 & 78 Fax: 2706575 E-mail: [igprgvs@datainfosys.net](mailto:igprgvs@datainfosys.net))

**Dr. Sri Krishna Institute of Pub. Admn., Ranchi**

Government of Jharkhand, Meurs Road, Ranchi – 834 008

Tele: 0651 – 2282813 Fax: 2283806

**Administrative Training Institute, Kolkata**

FC Block, Sector-III

Salt Lake City, Kolkata – 700 091

Tele: 3370120, 3374043 Fax: 3374015

**Anna Institute of Management, Chennai**

'Kanchi' No. 161, P.S. Kurmarasamy Raja Salai (Greenways Road)

Chennai – 6000 028

(044 – 24937170, 2493827 Fax: 24937062 E-mail: [aim@giasmd01.vsnl.net.in](mailto:aim@giasmd01.vsnl.net.in))

**Deen Dayal Upadhyay State Institute of Rural Development**

Bakshi Ka Talab, Indaurabagh, Kucknow – 227 202.

Tele: 05212 – 298291, Fax: 298292 Email: [Imjoshi24@rediffmail.com](mailto:Imjoshi24@rediffmail.com) & [ddusirdup@rediffmail.com](mailto:ddusirdup@rediffmail.com)

**NATIONAL CALENDAR COURSE FOR TNA 2004-2005**

Sl. No.	Institute	Proposed Dates
1.	AoA, Bhopal	2-13 August, 04
2.	ATI, Kolkata	6-17 December, 04
3.	HCM RIPA, Jaipur	19-30 July, 04
4.	AIM Chennai	13-24 September, 04
5.	MCR HRD Istt. Of AP, Hyderabad	16-27 August, 04
6.	AASC, Guwahati	19-30 July, 04

7.	AASC, Guwahati	4-15 October, 04
8.	SKIPPA Ranchi	6-17 December, 04
9.	UPAA&M, Lucknow	6-18 September, 04
10.	UPAA&M, Lucknow	15-26 November, 04
11.	UAoA, Nainital	23 Aug.-3 Sept. 04
12.	IGPR&GVS, Jaipur	31 May-11 June, 2004
13.	IGPR&GVS, Jaipur	16-27 August, 2004
14.	DDUSIRD Lucknow	23 Aug.-3 Sept., 04

**NOMINATION FORM**

**TRAINING COURSE ON TRAINING NEEDS ANALYSIS**

You must use photocopies of this form. Please complete the form in capital letters.

**Nominee's Information**

1. Name \_\_\_\_\_
2. Designation \_\_\_\_\_ Since (Date) \_\_\_\_\_
3. Institute/Organization \_\_\_\_\_
4. Pay Scale \_\_\_\_\_ 5. Date of Birth \_\_\_\_\_
6. Sex: Male/Female \_\_\_\_\_ 7. Category : SC/ST/OBC/GENERAL
8. Address for communication (with PIN code and Email ID)

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9. Telegraphic Address \_\_\_\_\_
10. E-mail \_\_\_\_\_
11. Fax \_\_\_\_\_
12. Telephone with STD code (Off) \_\_\_\_\_ (Res) \_\_\_\_\_
13. Experience in the area of managing and/or imparting training

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14. Details of Training Course attended including Training of trainer Courses with dates, duration and institution

Name of course	Date and Duration	Organized by

**TRAINING COURSE ON TRAINING NEEDS ANALYSIS**

**Sponsoring Authority's Confirmation**

1. Name and designation of sponsoring authority: \_\_\_\_\_
  
2. Address for communication with (PIN Code) \_\_\_\_\_

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3. Telegraphic Address \_\_\_\_\_
  4. E-mail \_\_\_\_\_
  5. Fax \_\_\_\_\_
  6. Telephone \_\_\_\_\_
  7. Nominee's Name \_\_\_\_\_
  8. Nominee's Designation \_\_\_\_\_ Since \_\_\_\_\_
  9. How does nominee's application relate to the training and development plan and policy of the sponsoring authority (Organization/Institutions)?

\_\_\_\_\_

\_\_\_\_\_

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\_\_\_\_\_

10. Please give details of those Training of Trainer or similar courses for which you have nominated your employees earlier. Have you collected any feedback from the nominated officer regarding effectiveness of training and transfer of learning in job situation? If yes, would you like to share with us your considered views to facilitate more use full learning?

\_\_\_\_\_

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\_\_\_\_\_

Certified that the given particulars are correct. The nomination is made after ascertaining the needs of the organization/Institution and the nominee, and if selected, the nominee will be relieved on full time basis for the programme.

Date

(Signature & Seal Sponsoring Authority)