

TRAINING NEEDS ANALYSIS

PROGRAM OUTLINE

This document is an outline of a Training Needs Assessment solution for one of my client's departments. It is designed based on discussions and meetings. Following are the proposed phases, their processes, and the approximate number of weeks needed for implementation. The time frames are liberal approximations taking into account work styles, any necessary modifications that may be required during execution and for possible clarification demands by the key participants of this initiative.

PROGRAM PROPOSAL

TO	O COMPANY, HR DIVISION
FROM	MUBEENA.NET
SUBJECT	SOLUTION FOR TRAINING NEEDS OF CUSTOMER SERVICE REPRESENTATIVES

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PHASE I. THE JOB ANALYSIS. [Approximately 4 weeks]

AIM: This phase entails getting to know the job of 'Customer Service Representative'. The job will be broken down into specific tasks that are essential to performing the job successfully. Relevant knowledge, skills, and abilities required to perform these critical tasks will also be determined.

PROCESS:

1. Collecting relevant job information through descriptions, profiles, and any other existing documentation that your organization can provide for initial introduction to the job. [0.5 week]
2. Creating a Task Inventory by conducting separate focus groups of currently successful job incumbents and supervisors. Focus groups will identify specific behavioral competencies required to perform the job of 'Customer Service Representative' using the Lominger Competency Architect Sort tool. [2 weeks]
3. Administering a questionnaire to successful job incumbents and/or supervisors asking them about behavioral aspects of the job. The questionnaire will be designed based on the focus group results of critical job requirements. In addition to tasks, the successful job incumbents and/or supervisors will be asked to identify how they relate specific knowledge and skills to the tasks they perform. These questionnaires will be individually administered and collected together. [0.5 weeks]
4. Generating The Job Analysis for 'Customer Service Representative' using results from the focus group sessions and questionnaires. The data will be analyzed using valid statistical techniques and The Job Analysis report will be submitted, to be owned by your organization for future use. [1.5 weeks]

PHASE II. APPRAISAL TOOL DEVELOPMENT. [Approximately 4 weeks]

AIM: This phase will aim to develop an appraisal tool for the job incumbents for whom Training Needs have to be assessed. The tool will include critical behavioral tasks and the knowledge, skills, abilities required to complete them to be determined by The Job Analysis. Tool Development will be done in close co-ordination with key department executives at all times. This is to fulfill the sensitive request of the process to be executed with discretion.

PROCESS:

1. Generating relevant job incidents using the Critical Incident Technique. This involves focus group sessions of the supervisors. They will be asked and guided to provide incidents that have had an impact on the performance of the job in the past, and how these incidences were handled. [0.5 week]
2. Designing an assessment scenario that will be given to the job incumbents who need to be assessed. Mubeena.net will work closely with supervisors and job experts to develop the project that job incumbents will need to complete as part of their job routine. Supervisors will assess the incumbent based on this scenario. The critical incidents derived from Step 1 will be used to aid in designing the project. [2 weeks]
3. Consultants of Mubeena.net will then work on devising a rating system for supervisors to record their observations on how the job incumbents perform on the finalized project that will be developed in Step 2. The rating scales will be primarily behaviorally based to reflect critical tasks and behaviors. [0.5 week]
4. Supervisors will receive rater training on the rating system to be designed in Step 3. They will be instructed on how to rate their job incumbents, what to look for in their behaviors, and how to record their observations. This will take place in a Rating Orientation group session where the supervisors will be introduced to the assessment scenario and the rating system they will use for appraisal. [1 week]

PHASE III. EXECUTION OF THE TRAINING NEEDS SOLUTION. [Approximately 3.5 weeks]

AIM: The final phase is to implement the tool that will be developed in the previous phase. Although the supervisors will have primary responsibility of rating the job incumbents, Mubeena.net will be present throughout the implementation process. This serves the need for addressing questions and concerns that may arise during this time period with issues of rating or other technical queries.

PROCESS:

1. A time-frame action plan will be formulated in which the appraisal will be conducted. Supervisors will be urged to see to it that job incumbents complete the required tasks of the assessment scenario in due time, as specified by the plan. [0.5 week]
2. An observation/rating check list will be developed and will be provided to the supervisors to make their rating process simplified and organized. This will also be used for reference purposes throughout the process. This will be done more or less together with Step 1, and will be matched with the tasks to be assessed in the assessment scenario. [0.5 week]
3. Consultants will be present after each time-frame segment in the plan to address questions by the supervisory raters, and to provide feedback on rating. Questions concerning the ambiguity of certain behaviors exhibited by the job incumbents being rated may come up. [Throughout the 3 week phase]
4. After the allotted time-frame plan has been fulfilled, and supervisors have rated the incumbents on all aspects of the job, the data will be collected and analyzed. A report based on the analysis will be prepared and submitted, outlining the training needs of these job incumbents in terms of critical tasks and behaviors and the Lominger Competency Model. The report will also include proposed training methods and plans for developing competencies at the group and individual levels. [1 week]
5. At the end of the execution process, key participants will be encouraged to engage in a discussion of the entire Training Needs Assessment solution. The aim would be to evaluate the program through reviewing the report and discussing the proposed plans for competency development. [0.5 week]

Through this solution, Mubeena.net is dedicated to making supervisors self-sufficient in their observations of people performing critical tasks. Results of this solution can also be used to initiate an official Personnel Selection and Performance Appraisal system for the job of 'Customer Service Representative' in the organization. Mubeena.net can further aid in tool validity studies.