

Project Report

Training Need Identification and Analysis at BMCHRC

By

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Introduction

Human Resource Department

- A human resource department manages a company's human resources, otherwise known as its employees.
- Human resources department is one of the busiest department in the hospital. It is the major department of the hospital which manages the manpower and workforce of the organisation.

Workflow

Manpower planning

Recruitment and selection

Joining formalities

Induction and orientation

Training and development

Performance appraisal

Employee engagement activities

Leave administrations

Salary administration

Resignation or termination of an employee

Objectives

Achieve organisational goals.

Work culture.

Team integration.

Training and Development.

Employee motivation.

Workforce empowerment.

Retention.

Data and compliance.

What is Training?

- Training can be described as “the acquisition of skills, concepts or attitude that results in improved performances within the job environment.”
- Training is the action of informing or instructing your employees on a certain task in order to help them improve their performance or knowledge.
- Training bridges gap between what employee has (in terms of skills and abilities) and what his/her job demands. This clearly underlines the need for proper identification of training needs of employee.
- Lack of training can be attributed to one of the reasons of real quality problems.

Training Process



Training Need Identification



Training need identification is a tool utilized to identify what educational courses or activities should be provided to employees to improve their work productivity.



The identification of training needs is the first step in a uniform method of instructional design.



Identifying training needs is a process that involves establishing areas where employees lack skills, knowledge, and ability in effectively performing their jobs.

Training Need Identification Process



Problem identification

Design of Need Analysis

Data Analysis

Providing Feedback

Developing Action Plan

Training Need Analysis (TNA)



A Training Needs Analysis (TNA) is a review of learning and development needs within an organization. It considers the knowledge, skill and behaviors that people need and how to develop them effectively.



Training needs analysis is ideally undertaken at 3 levels (organizational, task and individual).

Objective of the Study

- The primary objective of my study at “BMCHRC” is to assess the training needs of the employees, prioritize them to bridge the gap between job needs and employee skill, knowledge and behaviours.
- To meet out the primary objective following are the specific analysis taken with is mentioned below: “Training Need Identification and Analysis”: In order to extend the performance of workers, greater job satisfaction and lower turn-over of the employees resulting in higher productivity of the workers and hence organisation accruing benefits both to the organisation and employees and also understand the necessity and therefore the ways of coaching.

Methodology

- Study area: Bhagwan Mahaveer Cancer Hospital and Research Centre
- Study topic : Training need Identification and analysis
- Study design: Descriptive Study
- Study period: 10th May to 2nd July
- Sample size: 24 Departments (HODs)
- Study variables: Training needs of all departments in BMCHRC
- Study tools: Google forms, MS Excel
- Data collection tools and techniques:
 - Observation
 - Interviews
 - Questionnaires
 - Surveys
 - Focus group Interviews
 - Data collection tool was semi structured questionnaire with close ended questions.

Parameters of TNIA

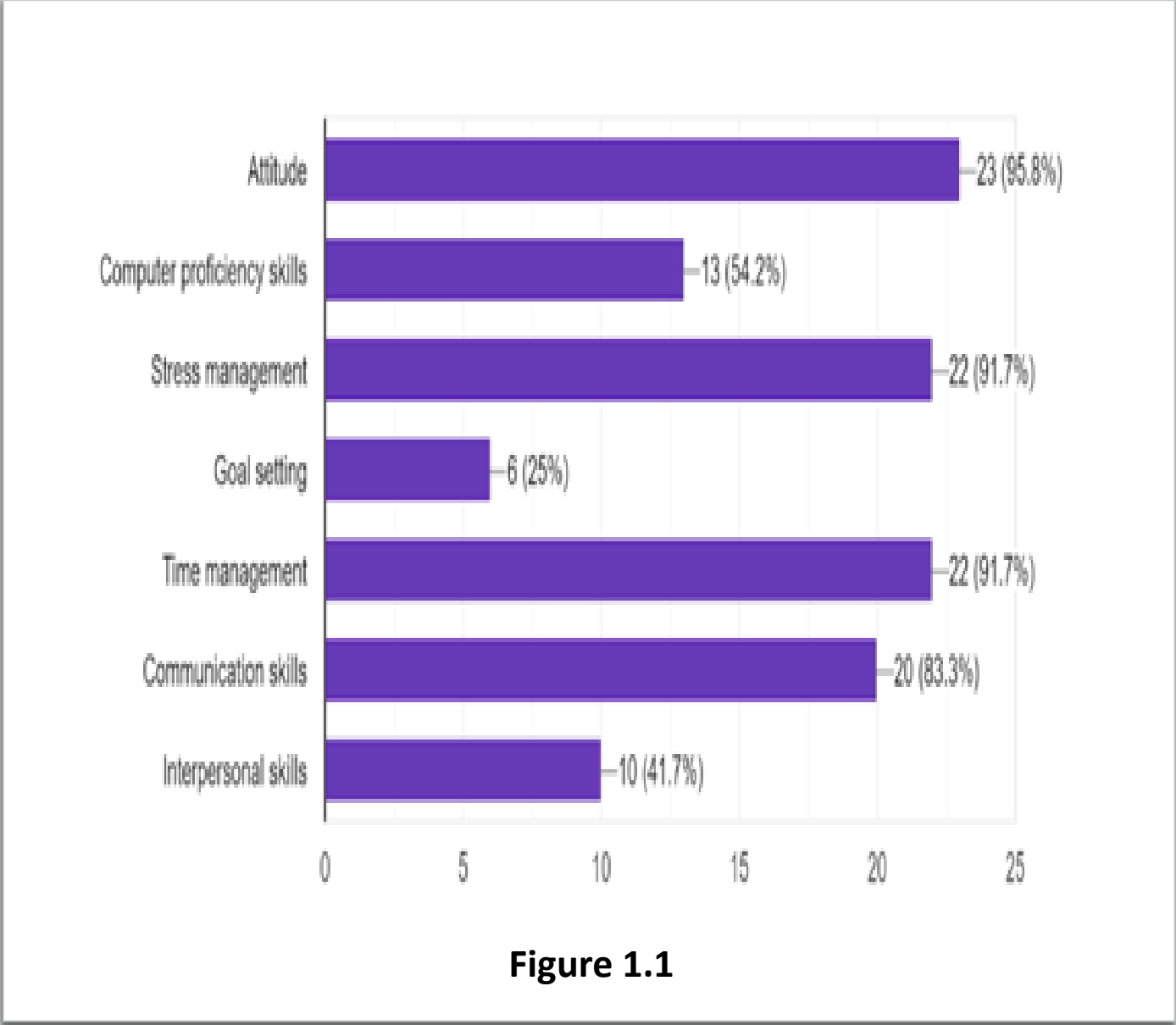


COMPILATION OF DATA AND ANALYSIS



INDIVIDUAL'S NEEDS OF TRAINING

Figure 1.1 summarizes the findings of the HoDs on the area of training required for their subordinates. In context to the current cancer hospital, opinion of the 50 staff were taken on these attributes and it revealed that majority of the departments require trainings on *attitude building* (95.8%), *training on stress and time management* (91.7% each), and *communication skills* (83.3%). It means although the hospital is providing treatment to the patient with quality, but scope of development is still existing as per the HoDs. However, for a better understanding by department, the sample size needs to be increase and opinion from sub ordinates also needs to be understand.



Do you find the need of training and skill development for your department to improve work efficiency?

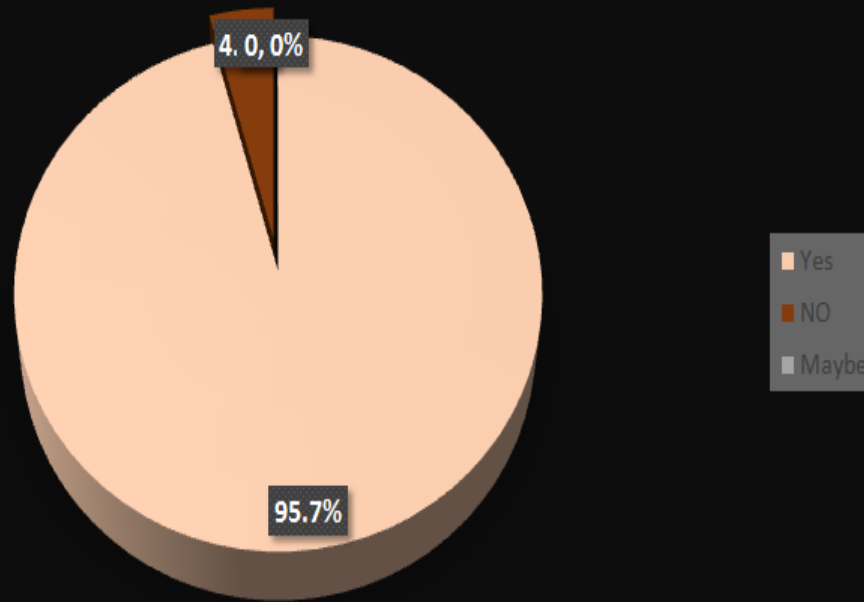


Figure 2.1

Do you feel that the past training sessions have helped you to enhance your knowledge or staff's work productivity?

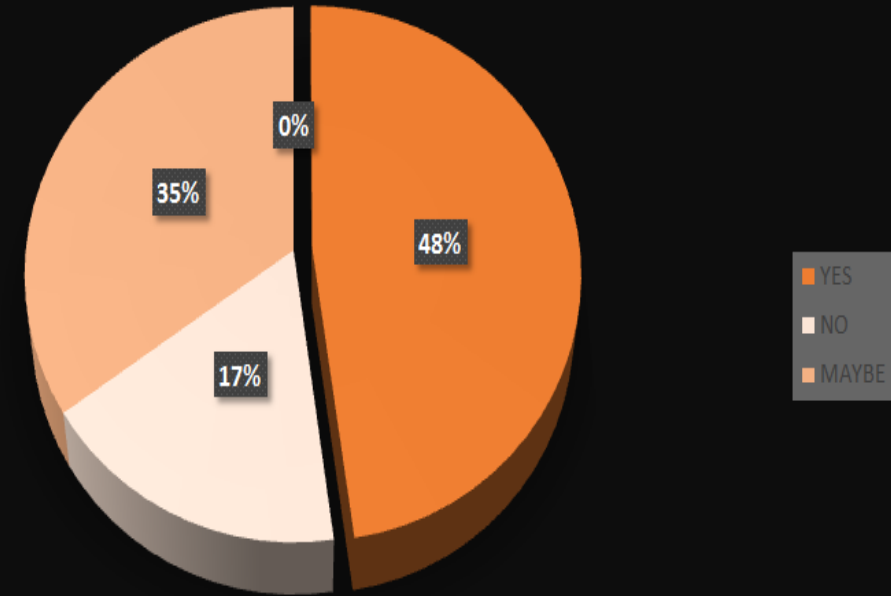


Figure 2.2

In Figure 2.1, 95.7% HODs find the need of further trainings for their respective staff members to improve the work efficacy. Figure 2.2 shows the experience of HODs of past trainings. It depicts that 48% of past trainings have had helped them to enhance their knowledge and skills. 17% says that it didn't help them at all. However, according to the HODs they need more effective and constructive trainings to strengthen workplace skills.

3. What are the important barriers of training and development in your organisation?

23 responses

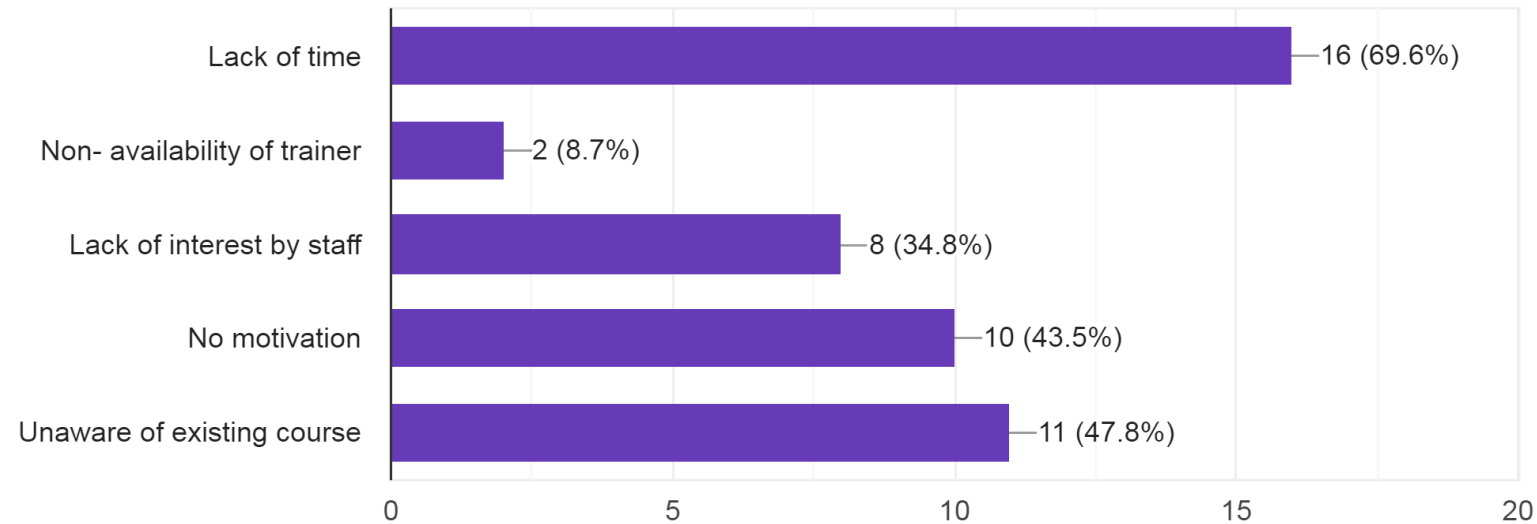


Figure 3.1

Figure 3.1 summarizes the type of barriers found in the department. Data revealed that, (69.6%) blockage in attending trainings is due to the lack of time, (47.8%) is due to unaware of new course, (43.5%) is because of lack of motivation, (34.8%) is mainly due to absence of interest, and rest (8.7%) is unavailability of trainer. It means that although the trainings are being provided to the employees, yet they lack due to these above-mentioned barriers. According to the data, out of these five barriers, the main three barriers are:

- Lack of time due to hectic schedule. Faculty head says that Lack of time is the main barrier in learning the new skills.**
- Unaware of existing course (new courses)**
- Lack of motivation in the department**

Does your staff require training on planning and organizing skills?

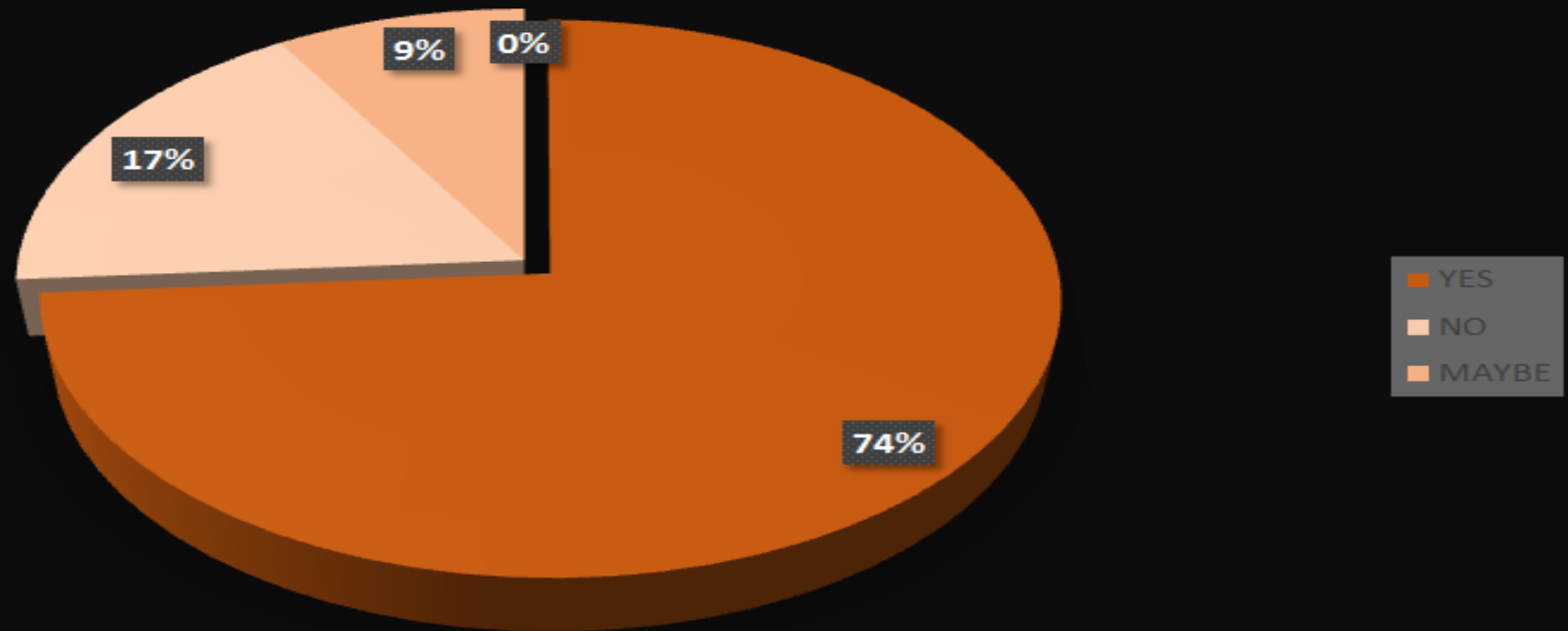


Figure 4.1

Figure 4.1 summarizes the finding according to the HODs that about 74% of trainings on planning and organising skills require for their subordinates. It means that there is enormous need of planning and organising skills to manage time and work so as to achieve a certain goal in the hospital.

Can you see factors motivating the staff to be committed and work better?

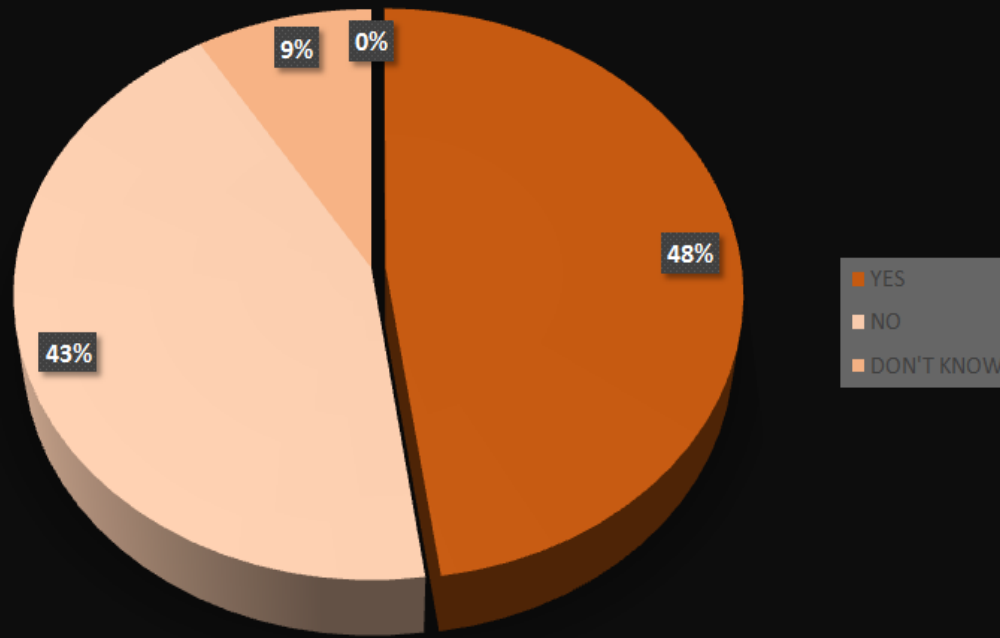


Figure 5.1

Do you need motivational trainings for your staff?

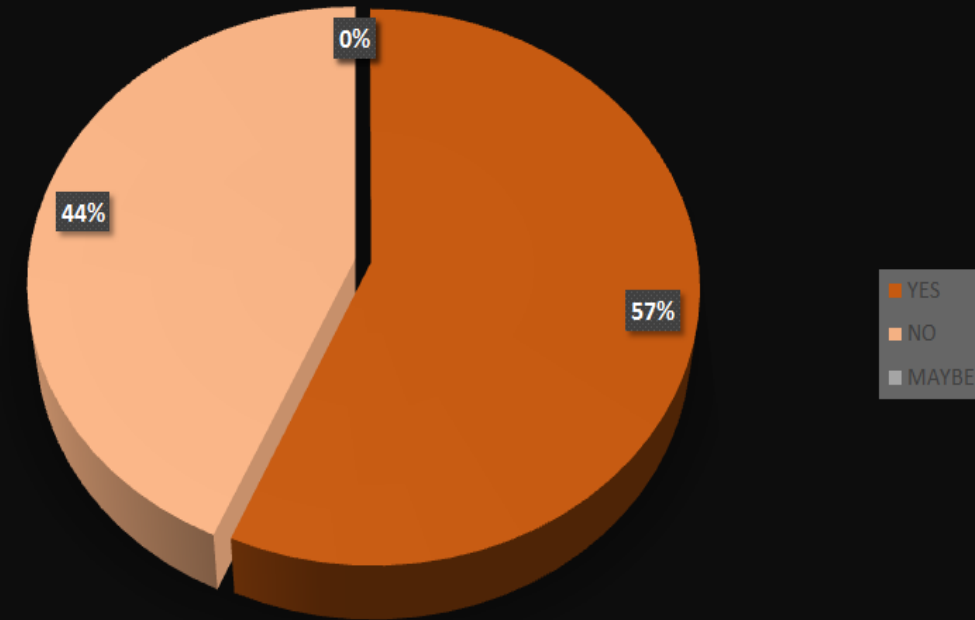


Figure 5.2

Figure 5.1 and 5.2 depicts, as we can see less motivational factors in the staff members, therefore, most of the HOD's (57%) require motivational training sessions for constructive and positive work environment in their department for their subordinates.

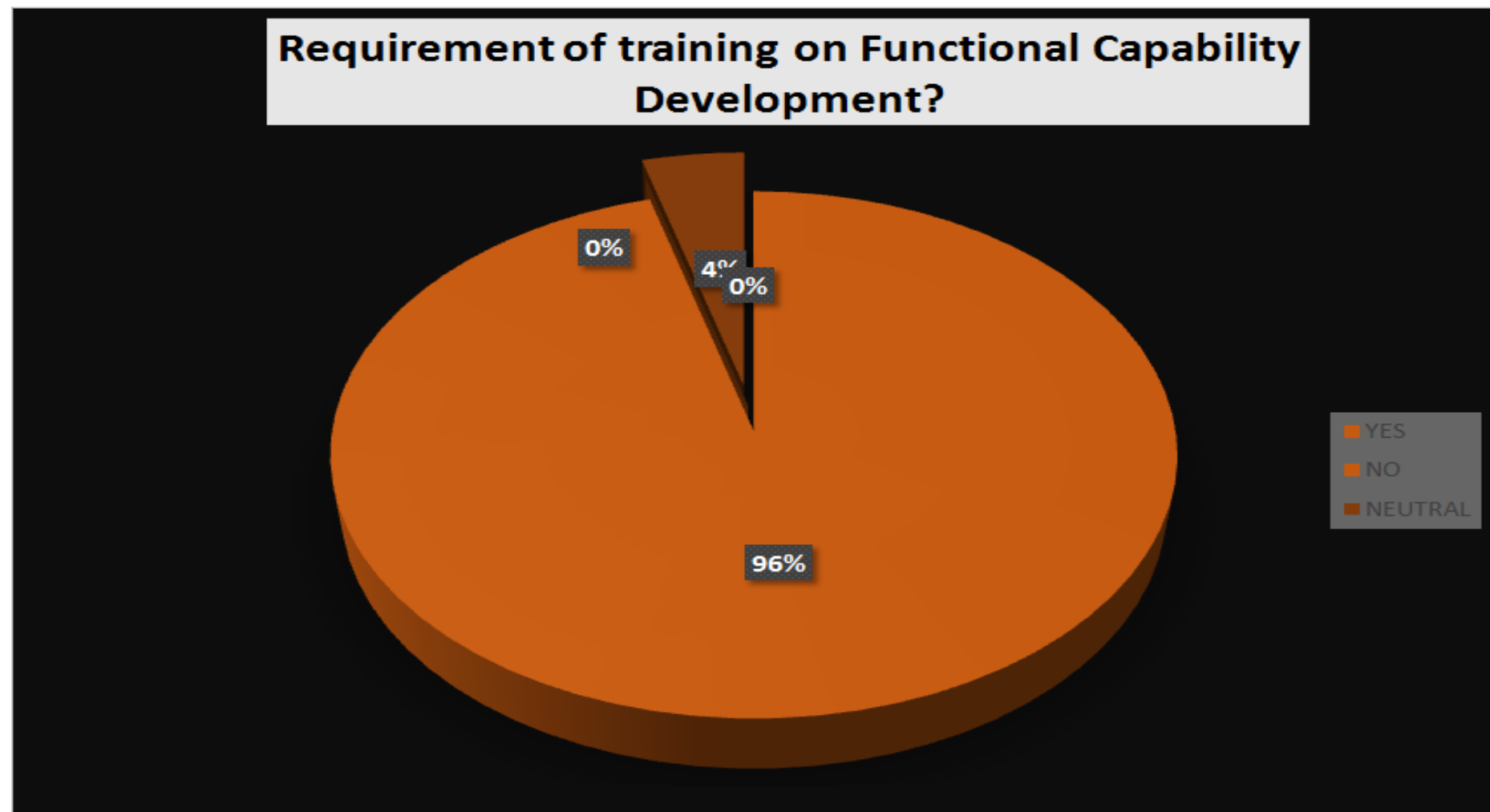


Figure 6.1

The training which is taken into consideration is a part of Functional Capability Development. The domain has various categories namely department specific trainings. As per the data in (figure 6.1) about 96% of the departments require functional training. This means that though the hospital is providing certain trainings to the different departments, but still functional trainings aren't provided. Therefore, there is scope of development in job specification trainings as compared to other trainings.

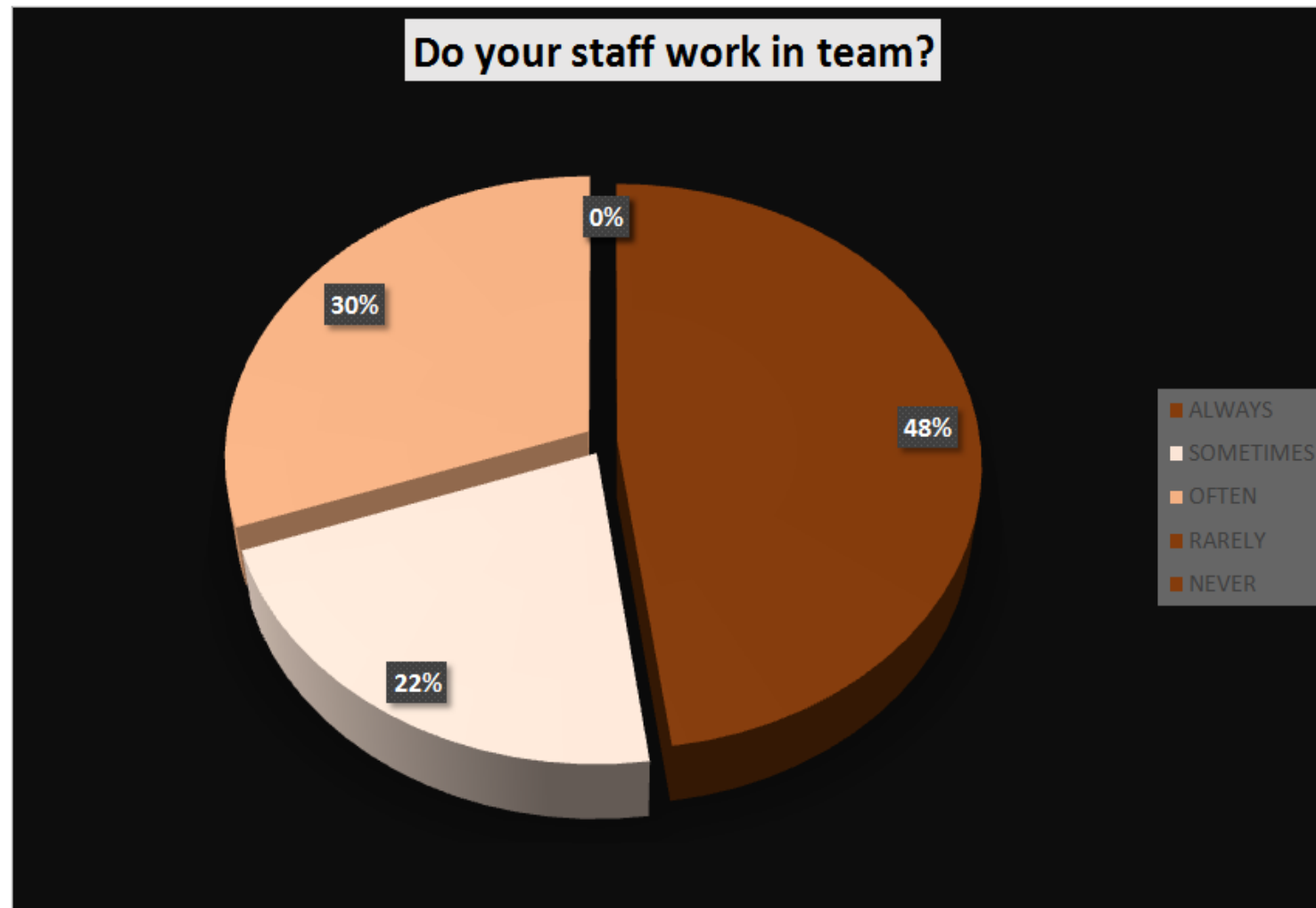


Figure 7.1

According to the finding through the HODs, figure 7.1 depicts that 48% of their employees always work in team. 30% of the employees often work in team and 22% sometimes work together as a team.

15. On a scale of 1-5 how much do your staff require team development training?

23 responses

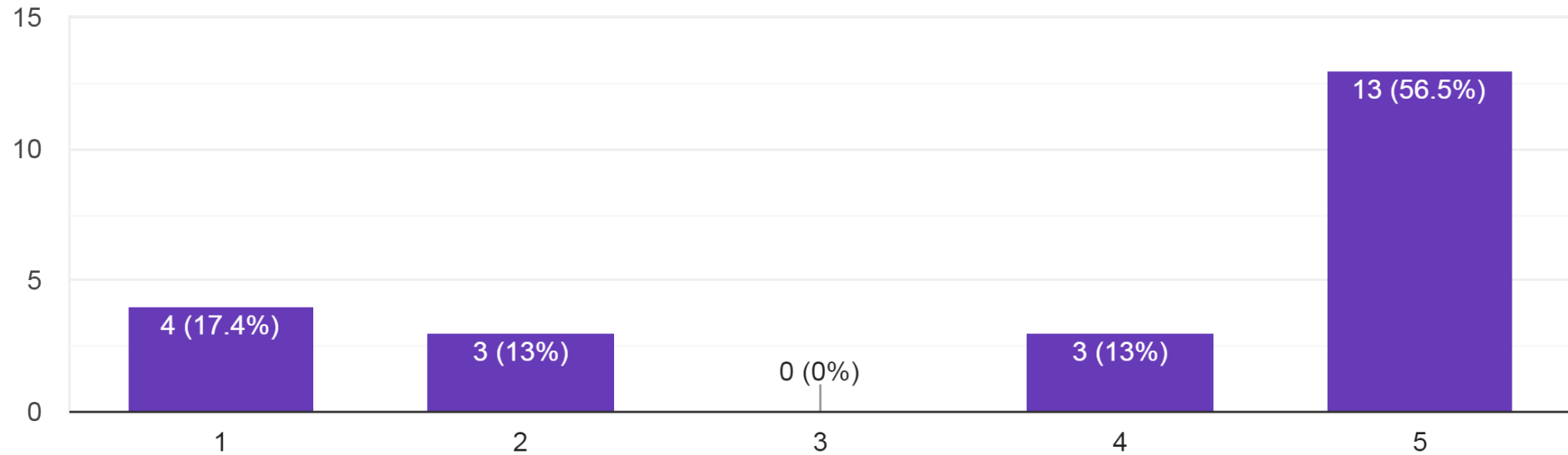


Figure 7.2

Above graph summarizes that although the employees often have team building trait in their department, still 56.5% (13 departments) of the HODs need team development trainings for their staff members. It means that there is scope of development in team building trait.

17. Do your staff members has a skill of supervising the work?

23 responses

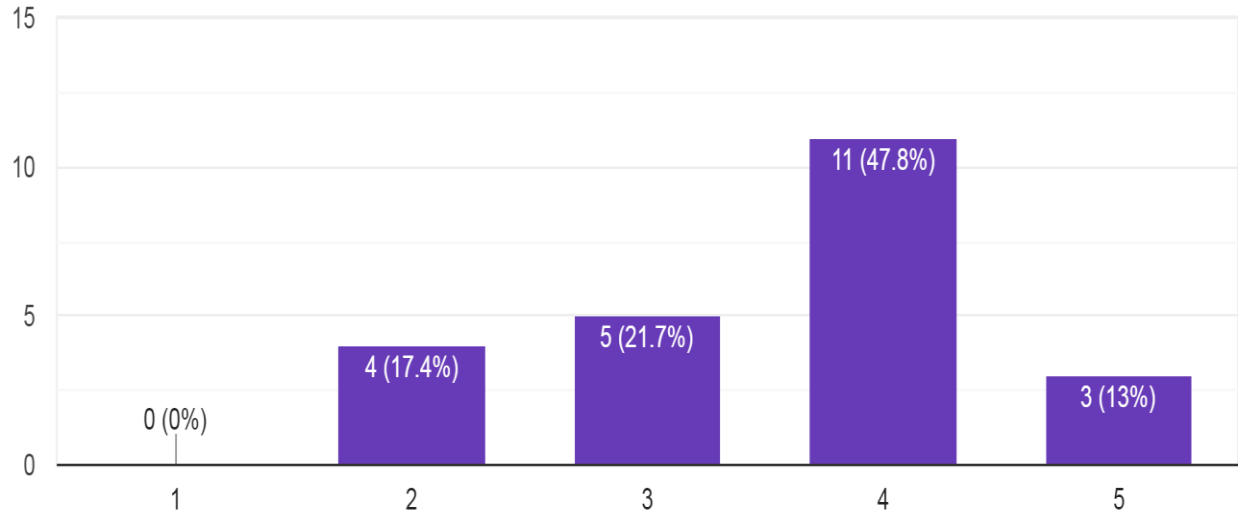


Figure 8.1

19. How strongly you agree that your staff require a training on problem solving and leadership skills

23 responses

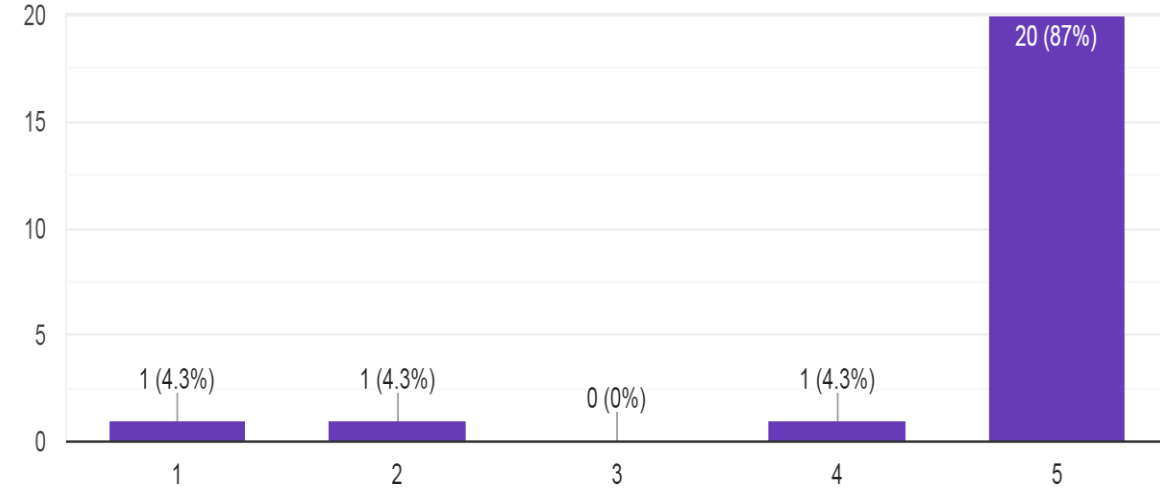


Figure 8.2

As per the data in Figure 10.1, 47.8% (11 HODs) feels that their staff has supervising skills, but still 87% (20 HODs out of 24) do require a training on problem solving and leadership to influence and guide other members of an organisation.

20. Which BEHAVIOURAL SKILLS you required for your staff members?

23 responses

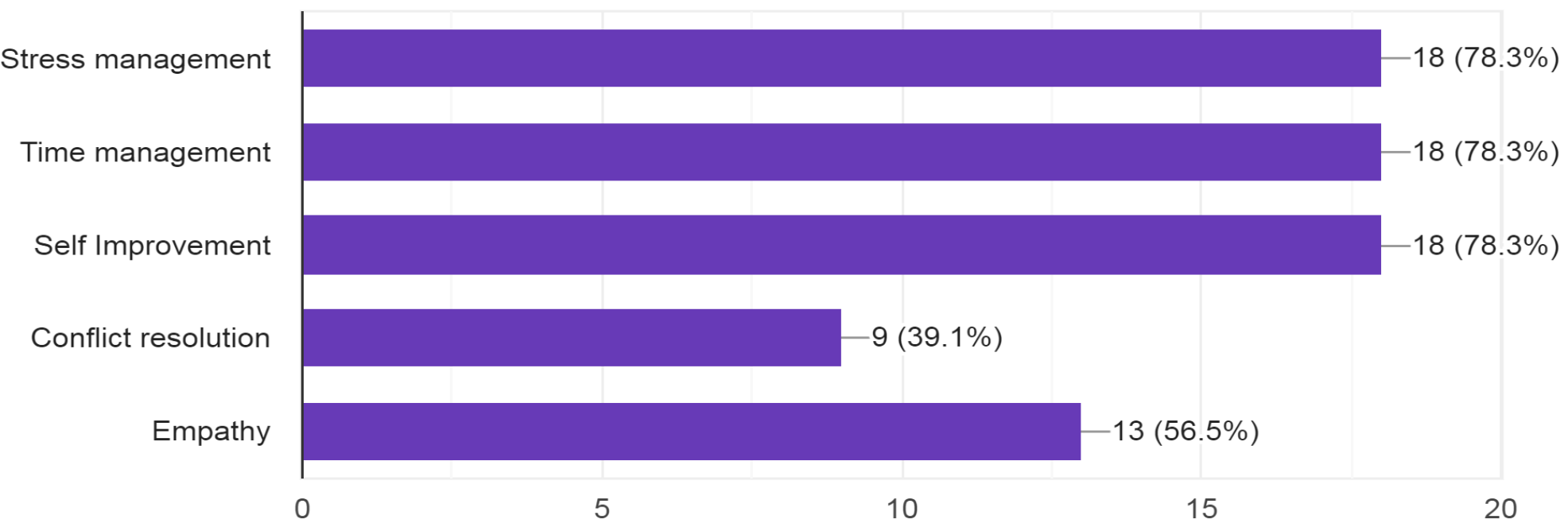


Figure 9.1

Apart from time and stress management trainings, the department needs training like: Self-improvement(78.3%)Empathetic – 13 HODs (56.5%)Conflict resolution 9 HODs (39.1%).

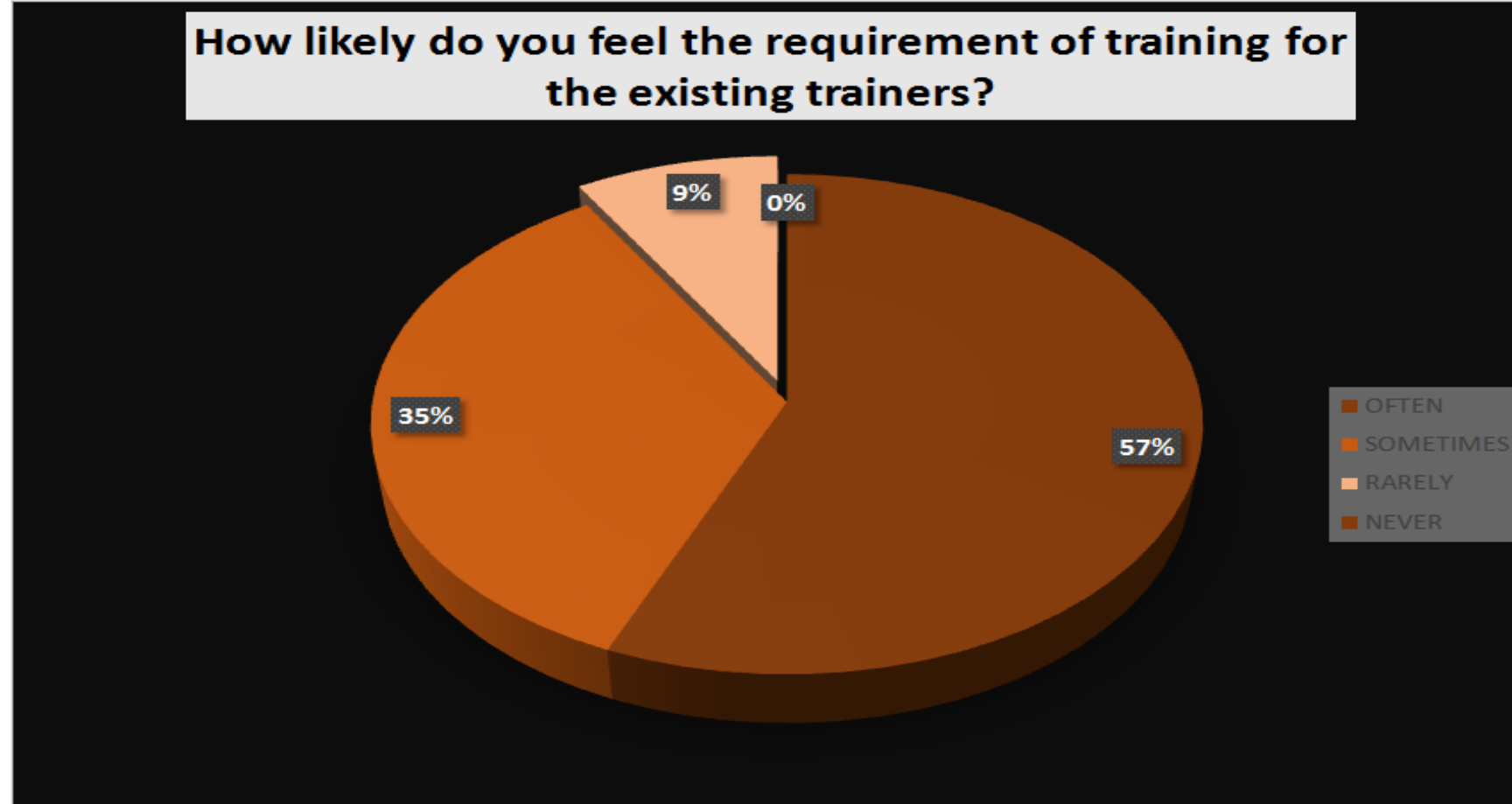


Figure 10.1

Above figure 10.1 summarizes that, more than half i.e., 56% of the HODs often feel the requirement of the trainings for their existing trainers. Therefore, we should also conduct few trainings for the trainers as well, so that they also would get an opportunity to enhance the knowledge and could deliver better and effective instructions. However, for better understanding the data sample should be more and just not restricted to the HODs.

Conclusion

To conclude the Overall study, although the hospital is providing treatment to the patient with quality, but scope of development is still existing as per the HoDs. However, for a better understanding by department, the sample size needs to be increase and opinion from sub ordinates also needs to be understand.

However, as per the study conducted, it is suggested to organize trainings and skills for the staff with more emphasis on following parameters listed below:

- Self-Motivation /Motivational trainings
- Stress management sessions, Time management
- Functional capability development
- Behavioral skills
- Self-improvement
- Etiquettes and grooming
- Soft skills and communication trainings.

Recommendations

- Induction and orientation to the new employees.
- “Blame free culture”
- Functional trainings for each department.
- To improve the content and quality of the training, trainer should also be given the trainings as per the need.
- “Always learning and try to learn” should be the one of the fundamental values of the company.
- Training should be short period of time and must contain needful matter.



Thank You

