

How Organizations Can Assess Their Employee Learning Needs



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Learning plays a vital role in upgrading employee skills and thereby ensuring business success. Organizations which have the right skill set in the right place have greater chances of achieving organizational efficiency; reduce customer complaints and absenteeism rate as well as increase morale and the company's profits. But often, organizations fail to have the right skill set to be competitive.



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To reduce the skills gap, organizations should periodically conduct a skills analysis to attain organizational objectives efficiently. Skills Analysis can be done by:

- 1. Identifying the skills required by the organization**
- 2. Analyzing whether the required skill set is available**
- 3. If not, the skills gap should be bridged by imparting learning**
- 4. Reanalyzing to ensure the skills upgraded**

After planning the learning program by answering the above, the next vital step is to lay the foundation stone on which training can be started. This includes an assessment of employee learning needs which in turn, comprises these three steps:



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Step 1: Identification

It can be done by following these steps.



Step 1

Step 2

Step 3

Interview Employee:

The employee to whom particular roles and responsibilities are assigned is interviewed to identify the skills gap.

Observation:

The manager or supervisor concerned can observe employees' performance gap if any, to ascertain the learning need.

Performance Appraisal:

Nowadays, organizations are using the most sophisticated method of performance appraisal where the performance is directly measured both quantitatively and qualitatively to the given task. Thus, the results generated from an appraisal can be taken as a benchmark to identify the learning needs.

Promotion:

When considering an employee for promotion, the required skill set can be analyzed to impart the training accordingly.



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Step 2: Implementation

This works in different ways, according to the participant's type and level of learning.



Step 1

Step 2

Step 3

Method:

It can be classroom, on-the-job or online method of training.

Duration:

The duration can be at a stretch, extending for a day or couple of days or on an hourly basis.

Number of Participants:

It can be a one-on-one or a group method of learning. One-on-one is more of a mentoring nature while the group method is of the classroom method of teaching.

At the implementation phase, the organization should make sure that the learning provided is of the right type, given at the right time, and in the right environment for effectively filling the skills gap.



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Step 3: Evaluation

This crucial step in the learning process helps cross-check the program used in bridging the skills gap.



Step 1

Step 2

Step 3

This evaluation can be made in two ways:

- 1.** By getting the opinion of trainees regarding the benefits of the learning program.
- 2.** Analyzing or assessing the trainee's ability to implement the skill sets acquired in the learning program on the job being done.

An important thing to remember is that the desired learning cannot be achieved through a single cycle or step. It must be done in multiple cycles to effectively attain organizational objectives.

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