

HRODC Postgraduate Training Institute



#056

Training Needs Analysis: Determining Training Needs

Course or Seminar

Leading To:

**DIPLOMA - POSTGRADUATE IN
Training Needs Analysis**

Accumulating to

POSTGRADUATE DIPLOMA

Progressing To A Masters Degree –

MBA – MSc – MA

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A Division of HRODC Ltd. UK Reg. No. 6088763. V.A.T. Reg. No. 8958 765 38

Prof. Dr. R. B. Crawford - Director HRODC Postgraduate Training Institute

PhD (London), MEd.M. (Bath), Adv. Dip. Ed. (Bristol), PGCE (TVU), ITC (UWI), MAAM, MAOM, LESAN, MSCOS, MISGS, Visiting Prof. P.U.P.

Registered with the UK Register of Learning Providers
(UKRLP), Department for Business, Innovation and
Skills (BIS), formerly Department of Innovation,
Universities and Skills (DIUS).



UKLP Registration No: 10019585
UKLP Verification: <http://www.ukrlp.co.uk>
Postgraduate Full-Time and Short Courses
London, UK & International Locations

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HRODC Postgraduate Training Institute - UKRLP Registration



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Its Registration Number is 10019585
and can it be verified at <http://www.ukrlp.co.uk/>

Course Co-ordinator:

Prof. Dr. R. B. Crawford – Director HRODC Postgraduate Training Institute

- ✓ PhD (London),
- ✓ MEd. M. (Bath),
- ✓ Adv. Dip. Ed. (Bristol),
- ✓ PGCIS (TVU),
- ✓ ITC (UWI),
- ✓ MSCOS
- ✓ Member of the Asian Academy of Management - MAAM,
- ✓ Member of the International Society of Gesture Studies - MISGS
- ✓ Member of the Academy of Management - MAOM,
- ✓ LESAN,
- ✓ Visiting Professor Polytechnic University of the Philippines – PUP

For Whom This Course is Designed

This Course is Designed For:

- ✓ Human Resource Managers
- ✓ Human Resource Professionals
- ✓ Employee Development Managers,
- ✓ Talent Management Officials



- ✓ Line Managers
- ✓ Training Managers
- ✓ Training Coordinators and Administrators
- ✓ Supervisors
- ✓ Officers
- ✓ Business owners
- ✓ Those who would like to gain knowledge and understanding about the concept of training needs analysis

Duration: 5 Days

Course Cost:

- ✓ **£5,000.00 Per Delegate for Non-European Delivery (No VAT - Government Tax)**
- ✓ **£5,000.00 Per Delegate, Plus VAT (Government Tax) for Non-UK European Delivery**
- ✓ **£4,000.00 Per Delegate, Plus VAT (Government Tax) for UK Delivery**
- ✓ **£25,000.00 For UK In-House Delivery; £31,200.00 for Non-UK In-House Delivery**

Cost includes:

- ✓ Continuous refreshments,
- ✓ Hot Lunch,
- ✓ Stationery,
- ✓ Course Guide and Supplement,
- ✓ HRODC Postgraduate Training Institute's Diploma – Postgraduate - or
- ✓ Certificate of Attendance and Participation

Daily Time Table: 9:30 to 4:30 pm.

Location: Central London and International Locations

Schedule - Part 1:

[http://hrodc.com/HRODC Seminar Schedule 06-07.International Seminar Schedule UK Seminars.htm](http://hrodc.com/HRODC_Seminar_Schedule_06-07.International_Seminar_Schedule_UK_Seminars.htm)

Click to book this course:

[http://www.hrodc.com/Course Booking Form London Dubai Kuala Lumpur Paris Johannesburg Cairo Jeddah Abu Dhabi Kuwait MBA MSc MA Course.htm](http://www.hrodc.com/Course_Booking_Form_London_Dubai_Kuala_Lumpur_Paris_Johannesburg_Cairo_Jeddah_Abu_Dhabi_Kuwait_MBA_MSc_MA_Course.htm)

Course Programme for Training Needs Analysis: Determining Training Needs Leading to Diploma-Postgraduate in Training Needs Analysis

Course Objectives

By the conclusion of the specified learning and development activities, delegates will be able to:

- ✓ Be familiar with the underlying notions of organisational development and establish how a successful training needs analysis can lead towards organisational development;
- ✓ Describe training in the aspect of macro and micro organisational development;
- ✓ Identify the rationale for and definition of Training Needs Analysis (TNA);
- ✓ Demonstrate a heightened understanding of how organisational training needs analysis, subsystem training needs analysis and individual training needs analysis are conducted;
- ✓ Enumerate the approaches, methods and techniques of TNA and discuss each;
- ✓ Distinguish among education, training and development as important organisation investment;
- ✓ Determine the organisation's opportunity costs in providing education, training and development among its employees;
- ✓ Establish the efficiency gains derived by an organisation out of education, training and development of its employees;
- ✓ Demonstrate their competence in the measurement of efficiency gains;
- ✓ Suggest ways on how to improve efficiency gains;
- ✓ Ascertain how return on investment can be achieved to justify the funding for the employee's training;
- ✓ Explain the underlying concept of Investors in People (IIP);
- ✓ Gather information and evidence from 'Investors-in-People';
- ✓ Calculate Return on Investment (ROI) from education, training and development;
- ✓ Describe the organisational learning process as part of the training needs analysis;

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- ✓ Realise the importance of focus group in the learning process;
- ✓ Describe the key procedures and skills required to implement action learning;
- ✓ Know how an organisation can facilitate organisational development;
- ✓ Determine the training applications of experiential learning and learn how to utilise effectively the powerful potential of learning from experience;
- ✓ Understand reflective practice as part of the training process;
- ✓ Develop the necessary skills through some collaborative learning opportunities;
- ✓ Know the different ways of developing a synergy in the learning process;
- ✓ Find out how learning to learn leads towards the improvement of an individual's ability to learn;
- ✓ Ascertain how lifelong learning mark a decisive turning point in the way that people and organisations define and manage their learning;
- ✓ Understand group processes and organisational change;
- ✓ Identify the sources of information for TNA and the factors which should be taken into consideration when choosing which among the approaches will be used;
- ✓ Demonstrate a heightened knowledge of how training needs might be devised from Strategic Plans;
- ✓ Suggest how training needs might be derived from an examination of an organisation's Tactical Plans;
- ✓ Highlight the value of Operational Plans in the determination of departmental training needs;
- ✓ Provided a practical guide with respect to the use of Strategic Operational Review in determining organisational and departmental training needs;
- ✓ Demonstrate the use of Human Resource Plan in determination of individual training needs;
- ✓ Elucidate the use of Management Succession Plans in the determination of individual developmental needs;
- ✓ Explain the process and value of Human Resource Audit;
- ✓ Demonstrate a heightened understanding of Critical Incident Reports and their value in training needs analysis;

- ✓ Practise the use of Individual Performance Appraisal Reports in the individual and departmental training needs analysis;
- ✓ Demonstrate what Personnel Deployment Charts are and how they may be used in the determination of departmental training needs;
- ✓ Work their way through Business Plans, determining the skills and expertise that are needed to execute them, thereby identifying how they relate to current and future roles, and the departmental and individual training gaps that exist;
- ✓ Demonstrate the relationship between Job Evaluation or Job Tasks and Role Analysis and the determination of training gaps, in training needs analysis;
- ✓ Determine how Client or Customer Feedback can be used in determining gaps that pre-exist in skills, knowledge and expertise;
- ✓ Explain the process of 360 Degrees Feedback, the data analysis process, and the way in which the information that has been produced, might be used in determining the know, skills and attitudes that need to be developed for the individuals concerned;
- ✓ Explain how Supervisory Reports might best be used to determine the skills, knowledge and attitude that an individual falls short of in his or her role performance;
- ✓ Suggest how best Training Needs Analysis Questionnaires might be constructed, analysed and used in determining knowledge, skills and attitude gaps;
- ✓ Explain what Assessment Centres are and the way in which the information from them might be used as a basis for determining individual competency levels;
- ✓ Highlight the value of Training Needs Survey in training needs analysis;
- ✓ Determine how Task Competencies Analysis Report can be used in enhancing the effectiveness of departmental and individual training needs analysis.

Course Contents, Concepts and Issues

Contextualising Training Needs Analysis

- ✓ Organisational Development in Context;
- ✓ Training an Macro Organisational Development;
- ✓ Training an Micro Organisational Development;
- ✓ Rationale for Training Needs Analysis (TNA);
- ✓ Training Needs as Gaps in
- ✓ Organisational Training Needs Analysis;
- ✓ Subsystem Training Needs Analysis;
- ✓ Individual Training Needs Analysis;
- ✓ Approaches to Training Needs Analysis;
- ✓ Methods of Training Needs Analysis.

Education, Training and Development As Investment

- ✓ Difference between Education, Training and Development;
- ✓ Education, Training and Development, and 'Opportunity Cost';
- ✓ Education, Training and Development for 'Efficiency Gains';
- ✓ Defining Efficiency Gains;
- ✓ Measuring Efficiency Gains;
- ✓ Improving Efficiency Gains;
- ✓ Training as Investment;
- ✓ Investors in People (IIP): The British Model;
- ✓ Evidence from 'Investors-In-People';
- ✓ Calculating Return on Investment (ROI) from Education, Training and Development.

Learning in Organisations and Organisational Learning

- ✓ The Organisational Learning Process;
- ✓ The Individual Learning Process;
- ✓ The Importance of Focus Groups in the Learning Process;
- ✓ The Action Learning in Organisational Learning;
- ✓ The 'Learning Organisation' and its facilitation of Organisational Development;
- ✓ Experiential Learning;
- ✓ Reflective Practice;
- ✓ Collaborative Learning;
- ✓ Synergy in the Learning Process;
- ✓ Learning to Learn;
- ✓ Life-Long Learning;
- ✓ Understanding Group Processes and Organisational Change;

Utilising Possible Sources of Information in Training Needs Analysis (TNA)

- ✓ Strategic Plans;
- ✓ Tactical Plans;
- ✓ Operational Plans;
- ✓ Strategic Operational Review;
- ✓ Human Resource Plan;
- ✓ Succession Plan;
- ✓ Human Resource Audit;
- ✓ Critical Incident Reports;
- ✓ Individual Performance Appraisal Reports;
- ✓ Personnel Deployment Charts;
- ✓ Business Plans;
- ✓ Job Evaluation or Job Tasks and Role Analysis;
- ✓ Client or Customer Feedback;

- ✓ 360 Degrees Feedback;
- ✓ Supervisory Reports;
- ✓ Critical Incident Report;
- ✓ Training Needs Analysis Questionnaires;
- ✓ Assessment Centres;
- ✓ Training Needs Survey;
- ✓ Task Competencies Analysis Report.

Synopsis of Diploma – Postgraduate, Postgraduate Diploma and Postgraduate Degree Regulation

Postgraduate Diploma and Diploma – Postgraduate: Their Distinction and Assessment Requirement

Delegates studying courses of 5-9 days duration, equivalent to 30-54 Credit Hours (direct lecturer contact), will, on successful assessment, lead to the Diploma – Postgraduate. This represents a single credit at Postgraduate Level. While 6-day and 7-day courses also lead to a Diploma – Postgraduate, they accumulate 36 and 42 Credit Hours, respectively. Delegates and students who fail to gain the required level of pass, at Postgraduate Level will receive a Certificate of Attendance and Participation. The Certificate of Attendance and Participation will not count, for cumulative purpose, towards the Postgraduate Diploma.

Courses carry varying credit values; some being double credit, triple credit, quad credit and 5-credit, etc. These, therefore, accumulate to a Postgraduate Diploma. As is explained, later, in this document, a Postgraduate Diploma is awarded to students and delegates who have achieved the minimum of 360 Credit Hours, within the required level of attainment.

Credit Value and Credit Hours examples of Diploma – Postgraduate Courses are as follows:

Credit Value	Credit Hours
Single-Credit	30-36
Double-Credit	60-72
Triple-Credit	90-108
Quad-Credit	120-144
10-Credit (X36 Credit-Hours) to 12-Credit (X30 Credit-Hours)	360

Other Credit Values are calculated proportionately.

Because of the intensive nature of our courses and programmes, assessment will largely be in-course, adopting differing formats. These assessment formats include, but not limited to, in-class tests, assignments, end of course examinations. Based on these assessments, successful candidates will receive the Diploma – Postgraduate, or Postgraduate Diploma, as appropriate.

In the case of Diploma – Postgraduate, a minimum of 70% overall pass is expected. In order to receive the Award of Postgraduate Diploma, candidate must have accumulated at least the required minimum ‘credit-hours’, with a pass (of 70% and above) in at least 70% of the courses taken.

Delegates and students who fail to achieve the requirement for Postgraduate Diploma, or Diploma - Postgraduate - will be given support for 2 re-submissions for each course. Those delegates who fail to achieve the assessment requirement for the Postgraduate Diploma or Diploma - Postgraduate - on 2 resubmissions, or those who elect not to receive them, will be awarded the Certificate of Attendance and Participation.

Diploma – Postgraduate, Postgraduate Diploma and

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Postgraduate Degree Application Requirements

Applicants for Diploma – Postgraduate, Postgraduate Diploma and Postgraduate Degrees are required to submit the following documents:

- ✓ Completed Postgraduate Application Form, including a passport sized picture affixed to the form;
- ✓ A copy of Issue and Photo (bio data) page of the applicant's current valid passport or copy of his or her Photo-embedded National Identity Card;
- ✓ Copies of credentials mentioned in the application form.

Admission and Enrolment Procedure

- ✓ On receipt of all the above documents we will make an assessment of the applicants' suitability for the Programme for which they have applied;
- ✓ If they are accepted on their Programme of choice, they will be notified accordingly and sent Admission Letters and Invoices;
- ✓ One week after the receipt of an applicant's payment or official payment notification, the relevant Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;
- ✓ Non-European Students will be sent immigration documentation, incorporating a Visa Support Letter. This letter will bear the applicant's photograph and passport details;
- ✓ Applicants will be notified of the dates, location and venue of enrolment and orientation;
- ✓ Non-UK students will be sent general information about 'student life' in the UK and Accommodation details.

Modes of Study for Postgraduate Diploma Courses

There are three delivery formats for Postgraduate Diploma Courses, as follows:

1. Intensive Full-time Mode (3 months);
2. Full-time Mode (6 month);
3. Video-Enhanced On-Line Mode.

Whichever study mode is selected, the aggregate of 360 Credit Hours must be achieved.

Cumulative Postgraduate Diploma Courses

All short courses can accumulate to the required number of hours, for the Postgraduate Diploma, over a six-year period from the first registration and applies to both general and specialist groupings. In this regard, it is important to note that short courses vary in length, the minimum being 5 days (Diploma – Postgraduate) – equivalent to 30 Credit Hours, representing one credit. Twelve 5-day short courses, representing twelve credits or the equivalent of 360 Credit Hours are, therefore, required for the Award of Postgraduate Diploma.

A six-day course (Diploma – Postgraduate) is, therefore, equivalent to 36 hours Credit Hours, representing one credit. Therefore, ten short courses, of this duration, equates to the required 360 Credit Hours, qualifying for the Award of Postgraduate Diploma. While double-credit courses last between ten and fourteen days, triple-credit courses range from fifteen to nineteen days. Similarly, quad-credit courses are from sixteen to nineteen days. On this basis, the definitive calculation on the Award requirement is based on the number of hours studied (aggregate credit-value), rather than merely the number of credits achieved. This approach is particularly useful when a student or delegate studies a mixture of courses of different credit-values.

For those delegates choosing the accumulative route, it is advisable that at least two credits be attempted per year. This will ensure that the required number of credit hours for the Postgraduate diploma is achieved within the six-year time frame.

Progression to Postgraduate Degree – MA, MBA, MSc

- ✓ On the successful completion of the *Postgraduate Diploma*, delegates may register for the Masters Degree, after their successful completion of Course #7: *Research Project: Design, Conduct & Report*.
- ✓ The Delegates' Degree Registration Category will be dictated by the courses or modules studied at Postgraduate Diploma Level. The categories relate to Master of Business Administration (MBA); Master of Arts (MA) Master of Science (MSc); Executive Master of Business Administration (Executive MBA). Additional details are provided in the document entitled: regulation For HRODC Postgraduate Training Institute Diploma – Postgraduate - Postgraduate Diploma and Masters Degree – MA, MBA, MSc.

Terms and Conditions

HRODC Policy Terms and Conditions are Available for viewing at:

<http://www.hrodc.com/COSTS.htm>

Or Downloaded, at:

http://www.hrodc.com/Brochure_Download_Centre.Company_Brochures_Seminar_Brochures_Seminar_Schedule.htm

The submission of our application form or otherwise registration by of the submission of a course booking form or e-mail booking request is an attestation of the candidate's subscription to our Policy Terms and Conditions, which are legally binding.

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