



Training needs analysis

2nd Training in Saltillo, MEX

17-20th of December 2018

JOAQUÍN GAIRÍN SALÁN (UAB)

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TRAINING NEED ANALYSIS

Roadmap

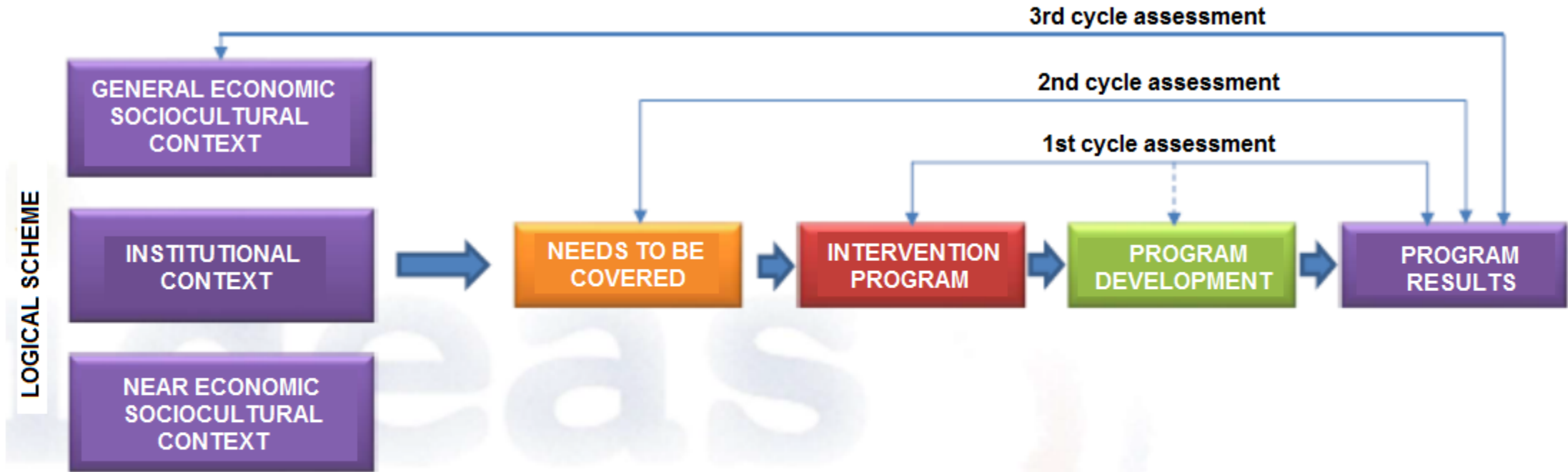
A global vision on training programming

Some conceptual and methodological facts about training needs

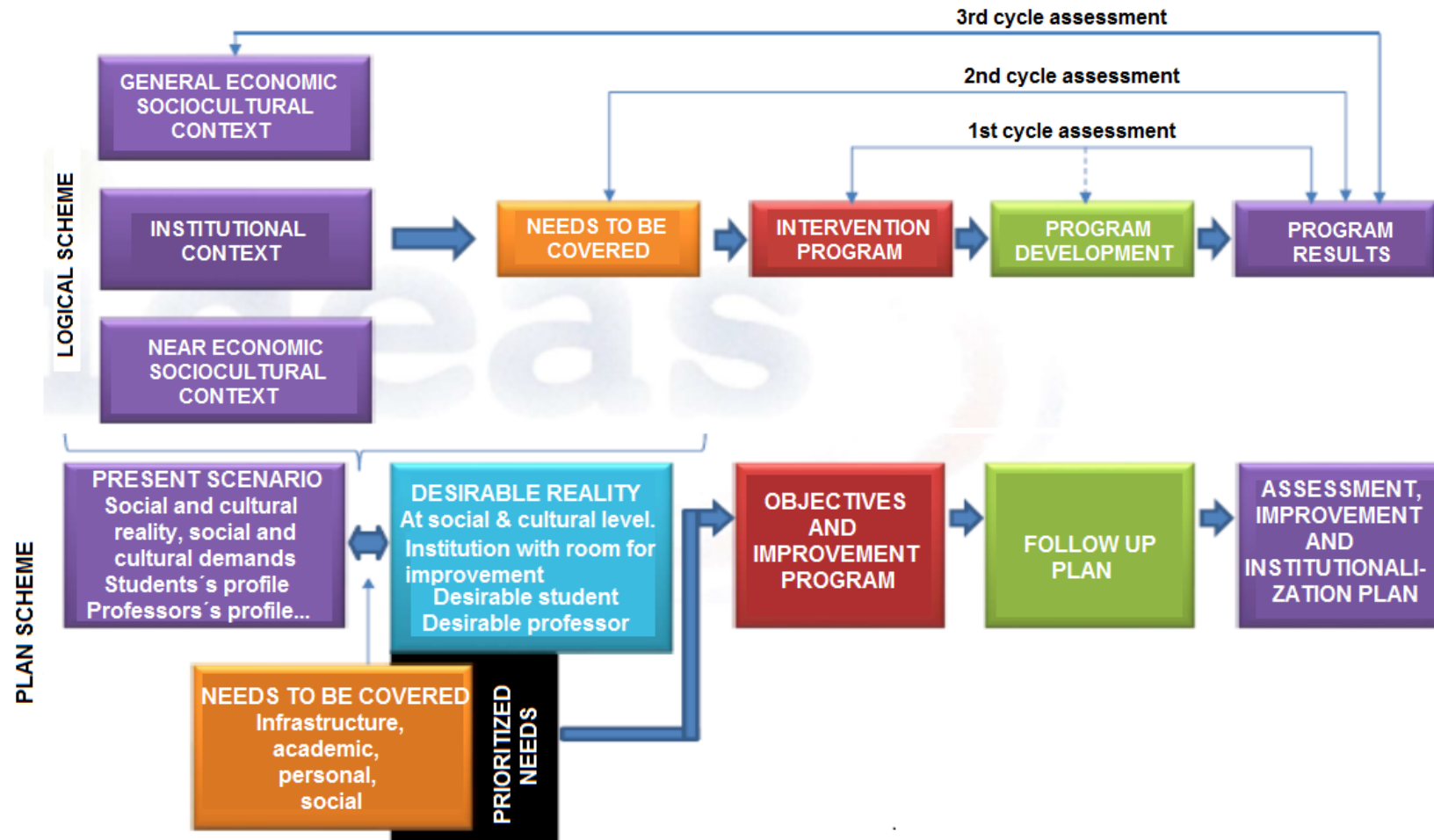
Overview



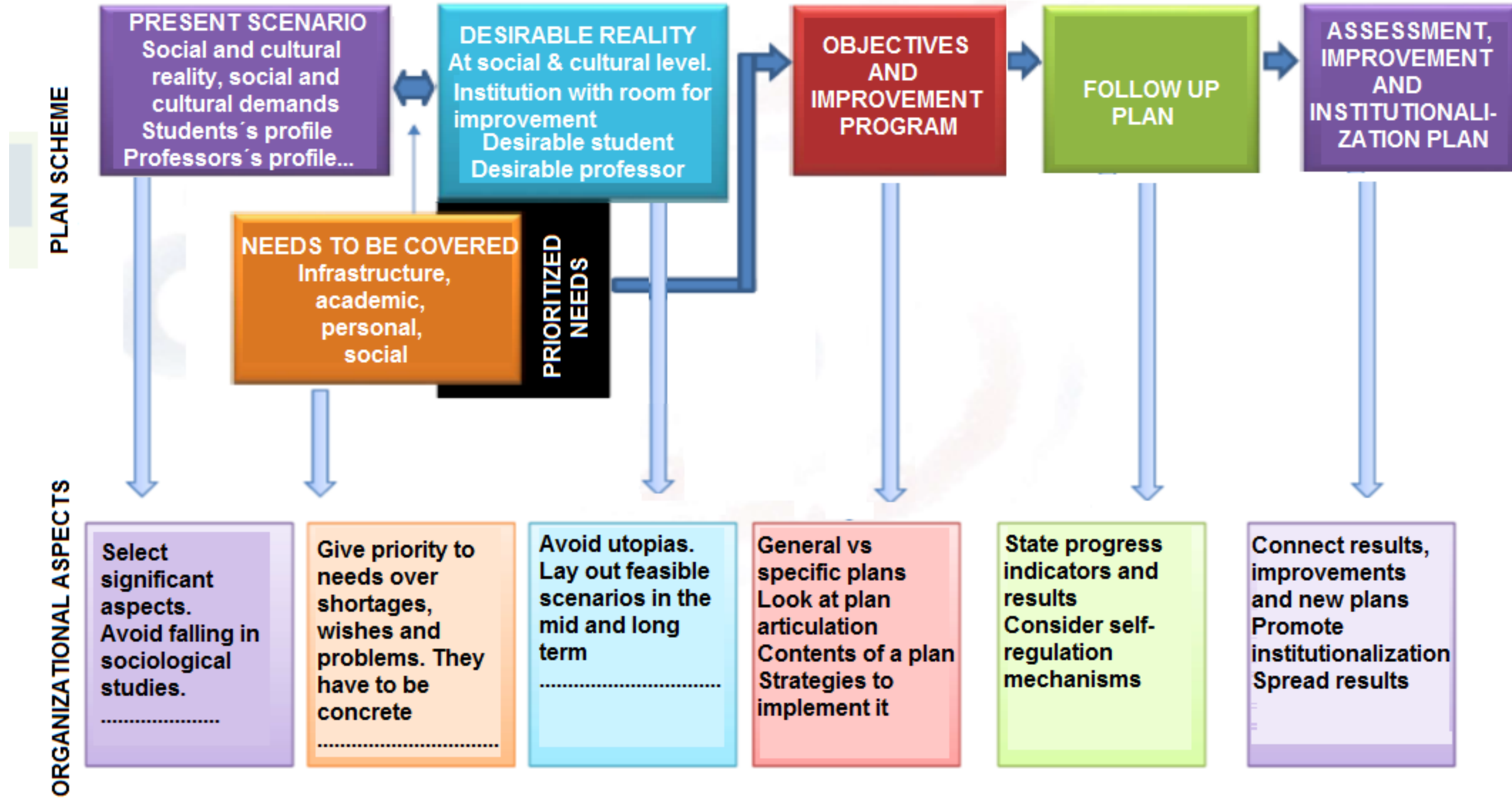
The logics of programming



The logics and structure of scheduling



Programming operation



Training needs



NEEDS 'VERSUS'
PROBLEMS OR WISHES



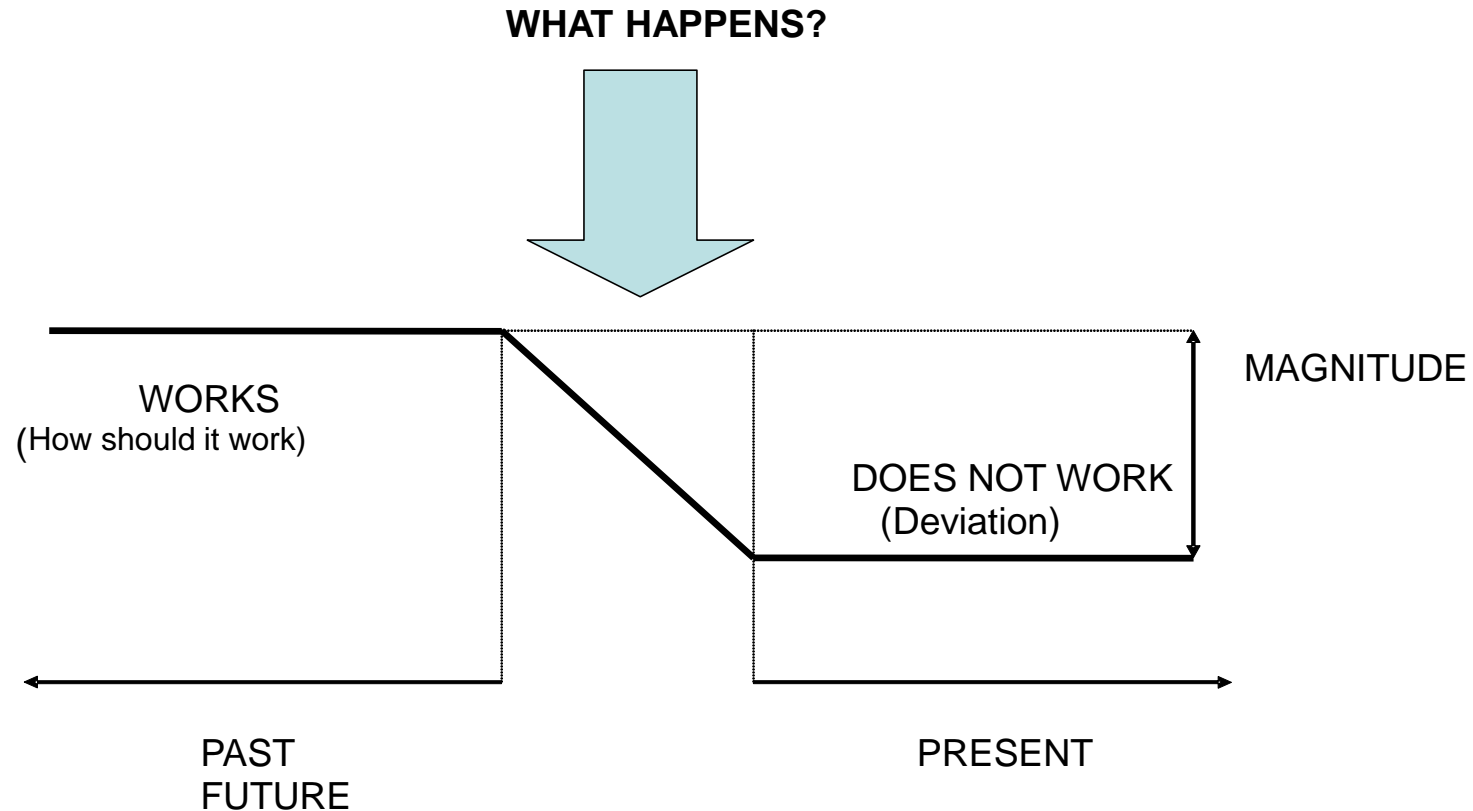
TYPE OF NEEDS



TRAINING NEEDS
DIAGNOSTIC MODEL



Discrepancy between achieved and wished outcomes: problems, wishes, or needs?

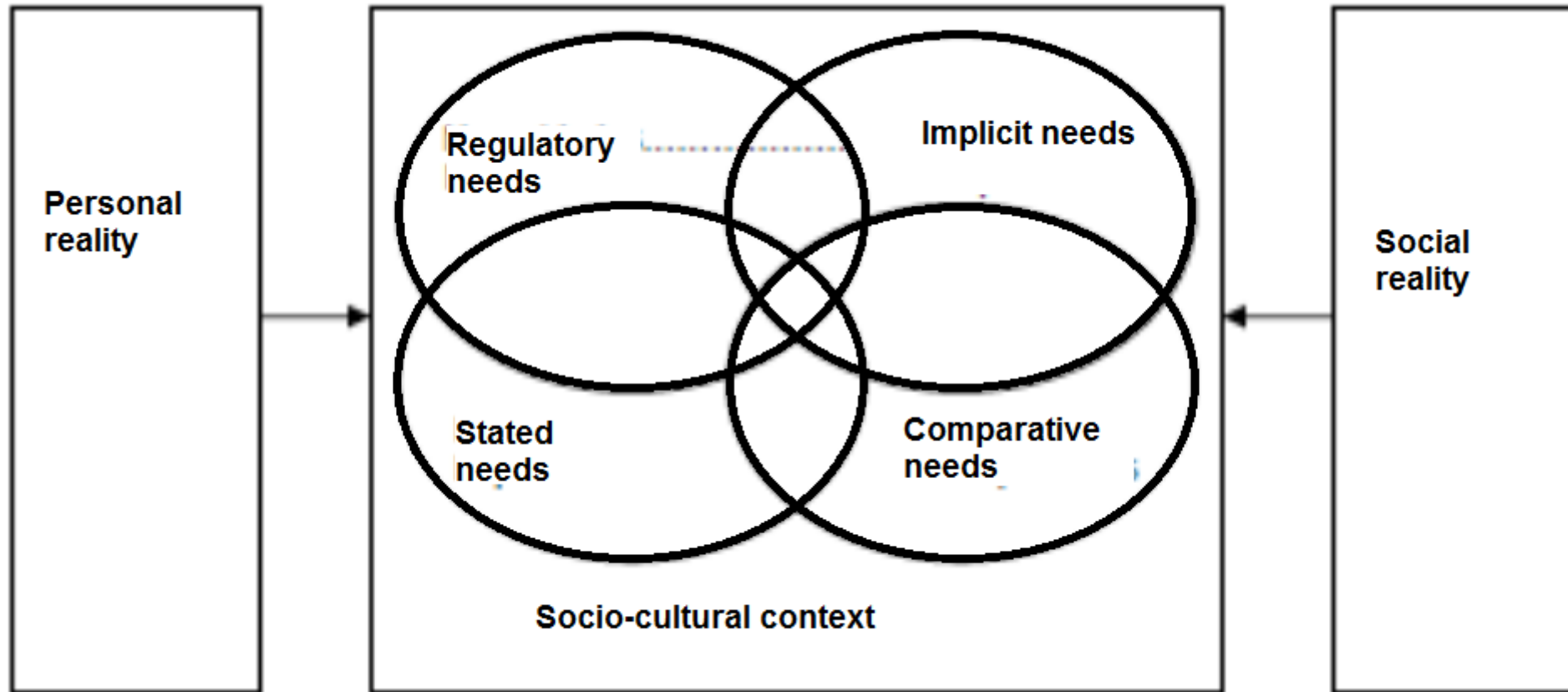


Type of needs

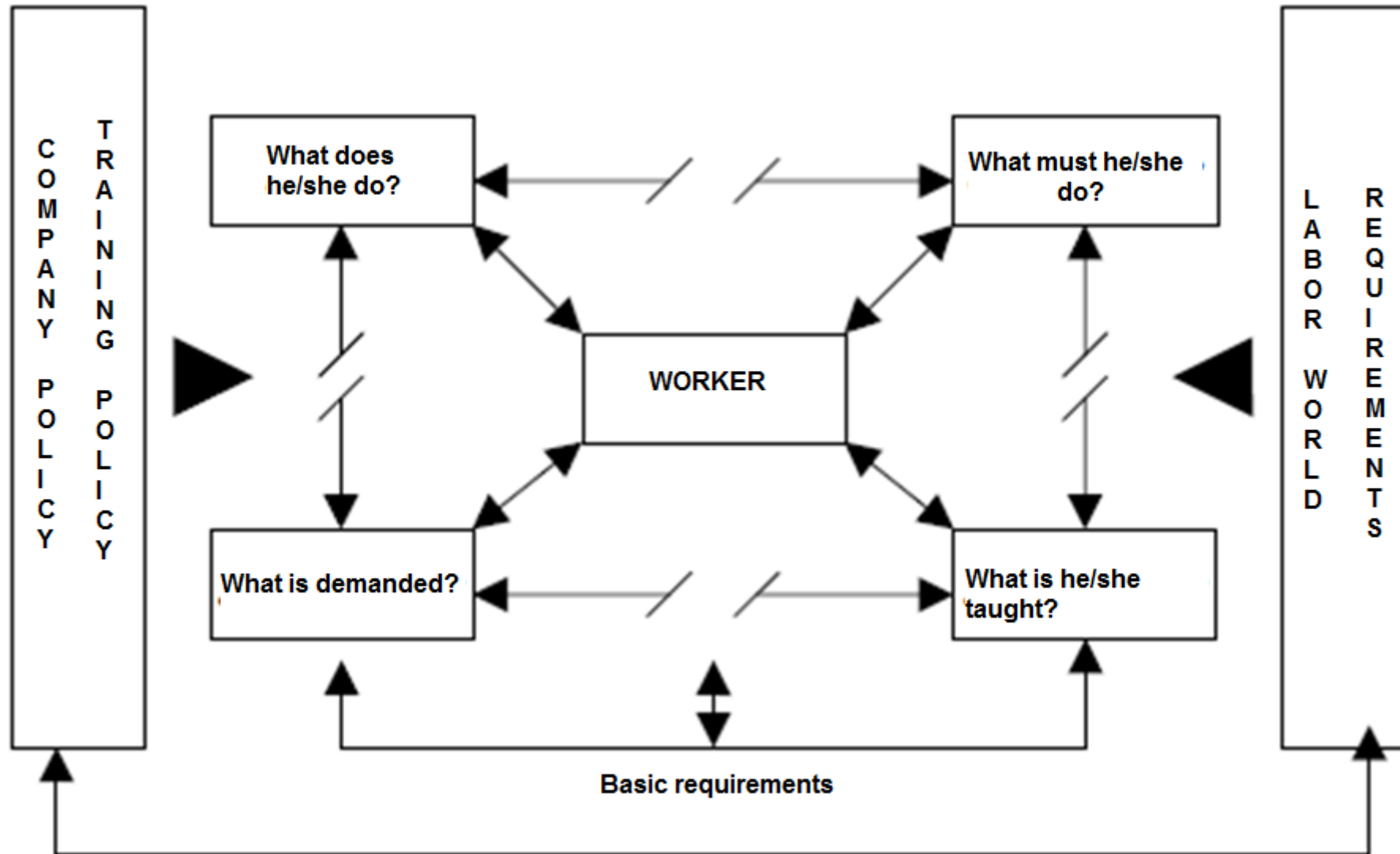
TYPE	DESCRIPTION	IDENTIFICATION
Regulatory needs	Related to the rule established or the purposes of the organization	Analysis of plans and programs established, interviews to institutional decision-makers.
Needs stated	In agreement to the statements of people involved: users, workers, technician. It is about identifying the demands made by users with respect to the standards to be established.	Quizzes, demand analysis, interviews/discussion groups with people involved.
Implicit needs	Based on the opinion of experts about the deficiencies detected in the operation of a concrete reality.	Observations made by experts of the functioning of a certain reality.
Comparative needs	Result of comparing existing levels with other realities considered better or desirable.	Document analysis (studies, reports,...), interviews with experts, comparative studies



Relationship between the needs considered



A diagnostic model for training needs I

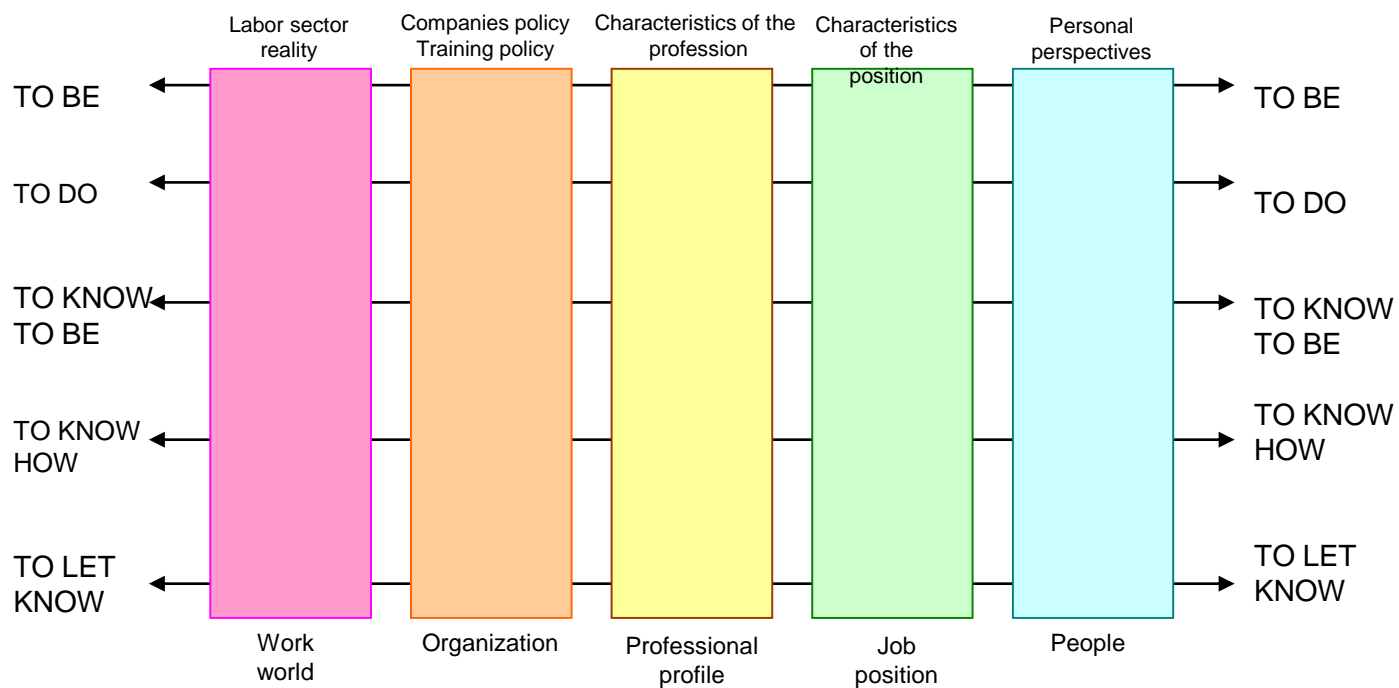


Study variables and procedures

STUDY VARIABLES		PROCEDURE	
Question about...	Analysis of...	By means of...	To detect preferably...
WORK REALITY OF THE PRODUCTIVE SECTOR	<ul style="list-style-type: none"> Trends 	<ul style="list-style-type: none"> Document analysis Interviews to experts Interviews to social agents 	<ul style="list-style-type: none"> Regulatory needs (Work world requirements)
COMPANY POLICY TRAINING POLICY	<ul style="list-style-type: none"> Concerns about topics 	<ul style="list-style-type: none"> Revision of the strategic policy Interviews to decision makers 	<ul style="list-style-type: none"> Regulatory needs (Organization requirements)
WHAT ARE THEY? (role)	<ul style="list-style-type: none"> Position and nature of the job 	<ul style="list-style-type: none"> Analysis of the organizational chart Revision of the organization manual 	<ul style="list-style-type: none"> Characteristics of the job position (Professional profile requirements)
WHAT DO THEY DO? (tasks)	<ul style="list-style-type: none"> Tasks 	<ul style="list-style-type: none"> Task analysis Action analysis Problem solving models 	<ul style="list-style-type: none"> Needs perceived (Requirements of the specific job position)
WHAT DO THEY DEMAND? (wishes)	<ul style="list-style-type: none"> Opinions of workers Opinions of top managers Opinions of intermediate managers Opinions of users 	<ul style="list-style-type: none"> Quizzes, individual and collective interviews Interviews Interviews, debate sessions Study of competences Study of opinions 	<ul style="list-style-type: none"> Needs stated Implicit needs (Requirements of people)
WHAT SHOULD THEY DO? (functions)	<ul style="list-style-type: none"> Functions assigned Demands of the upgrade 	<ul style="list-style-type: none"> Analysis of function manual Individual and collective interviews Analysis of innovations in the sector Document analysis Individual and collective interviews Expert sessions, scenarios, Delphi method 	<ul style="list-style-type: none"> Regulatory needs Comparative needs (Requirements of the job position and of estimations)
WHAT ARE THEY TAUGHT? (training offer)	<ul style="list-style-type: none"> Training programs Opinions of the training department Opinions of professors and training assistants Opinions of experts 	<ul style="list-style-type: none"> Program content analysis Interview Quiz, interview Debate sessions 	<ul style="list-style-type: none"> Training system deficiencies



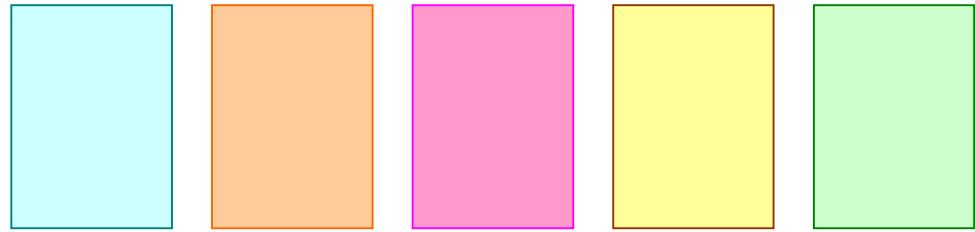
Prioritize the needs to be met



DELIMITED NEEDS

Requirements

common to 5 environments 4 environments 3 environments 2 environments 1 environment
Politically prioritized



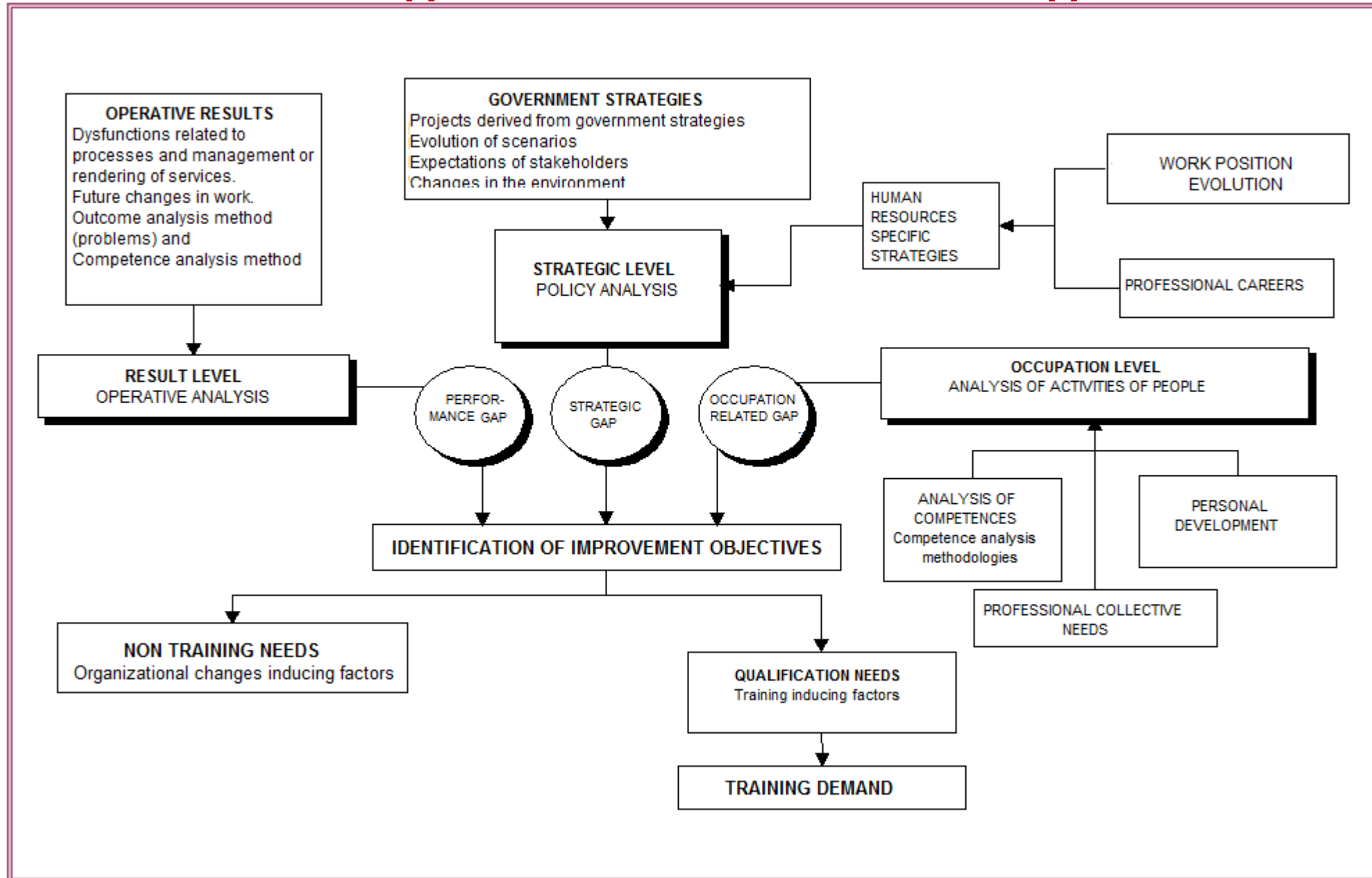
PRIORITIZED NEEDS

TRAINING NEEDS TO BE ADDRESSED
BY MEANS OF TRAINING PLANS AND PROGRAMS

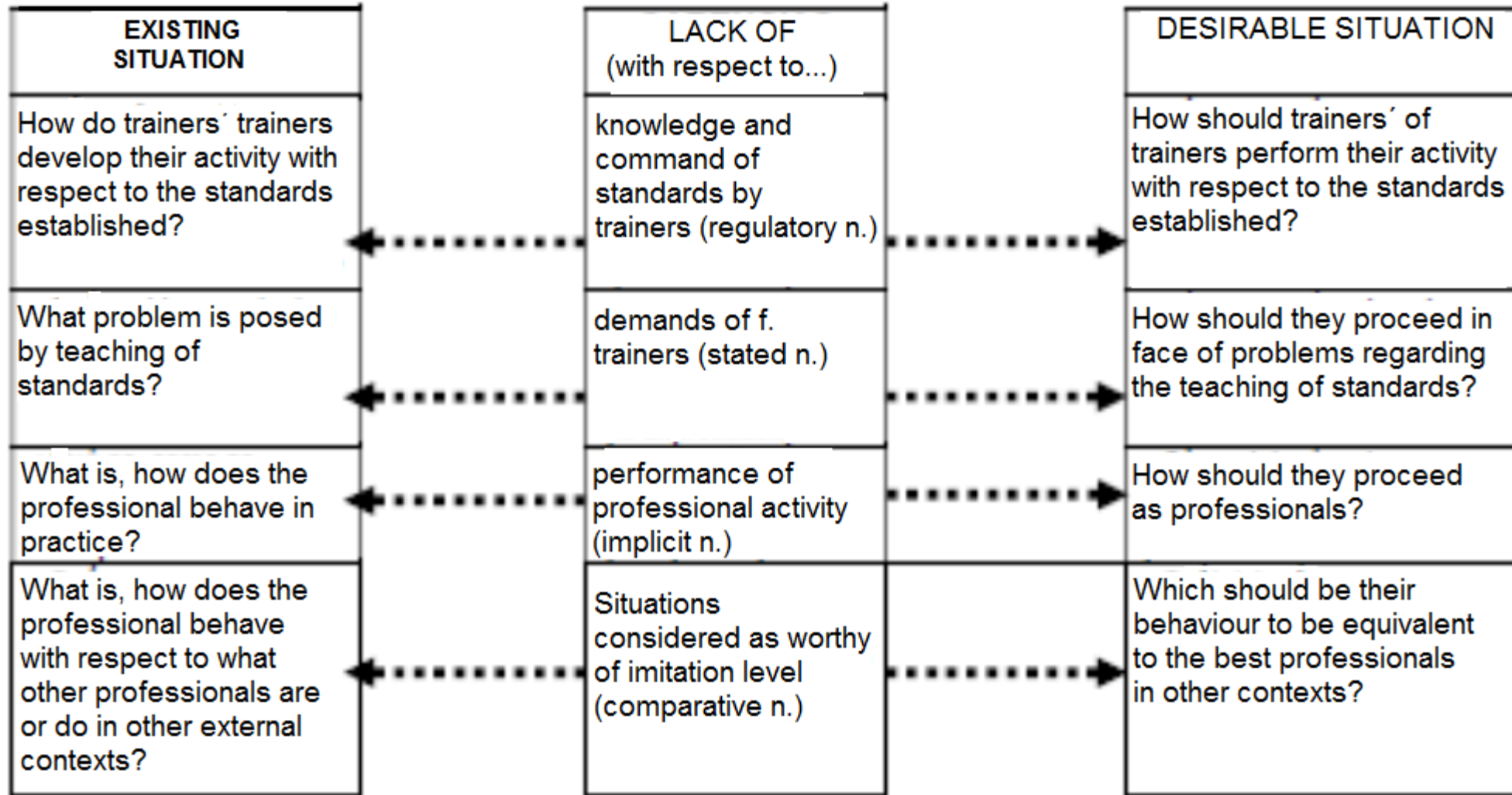
EXISTING TRAINING OFFER
TRAINING ACHIEVED



A diagnostic model for training II

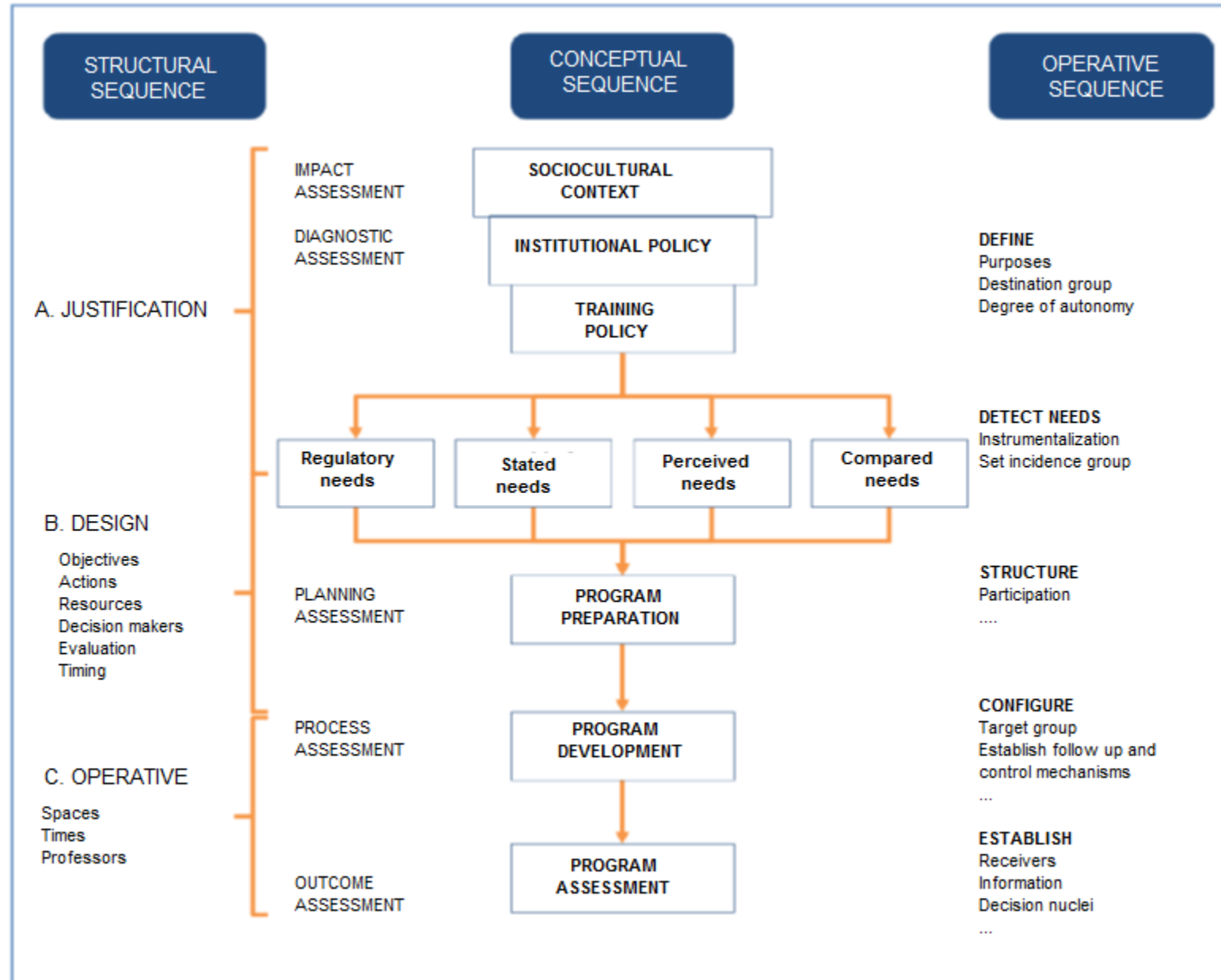


An operative scheme to perform



Overview (I)

Conceptual, structural and operative preparation of programs



Overview (II)

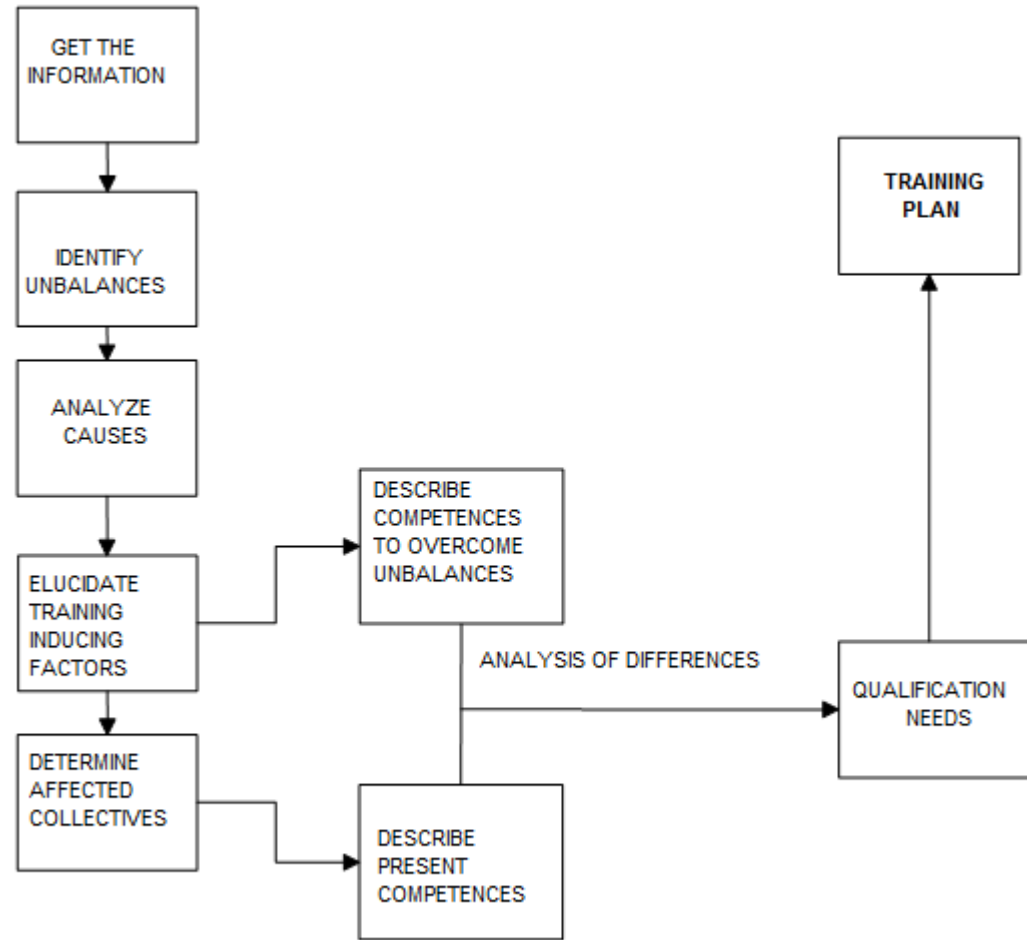
Training planning moments and stages of the Instructional System Design (ISD)

PLANNING MODEL BASED ON MOMENTS	PLANNING MODEL ACCORDING TO ISD CYCLE	SUBSYSTEMS
Political	Analysis of needs	Strategic
Design	Programming	Pedagogic
People		
Programming		
Execution	Execution	Management
Results	Control and evaluation	Evaluation



Overview (III)

The process of training needs determination





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