ABSTRACT
An assessment process is a diagnostic tool for determining what training needs to take place. It is an assessment that looks at employee and organizational knowledge, skills, and abilities, to identify any gaps or areas of need. Once the training needs are identified, then you need to determine/develop objectives to be accomplished by the training. These objectives will form criteria for measures of success and utility.

This analysis can be performed by managers who are able to observe their staff and make recommendations for training based on performance issues or gaps between performance and objectives. This paper throws light on factors such as Job Re-design, Performance Appraisal by taking 50 employees as respondents from automobile industries using simple random sampling as sampling technique and descriptive & exploratory research as research design and fed to SPSS using ONE WAY ANOVA & Friedman test.

Keywords: Assessment Gaps; Organizational Knowledge; Skills; Abilities; Re- Organization

INTRODUCTION
Why do we conduct a Training Needs Assessment/Survey?
A needs assessment/survey helps an organization achieve its goals. It reduces gaps between employee skills and the skills required by the job and department. The training needs assessment survey can also form the benchmark for determining effectiveness of the training administered.

Some sources to determine training needs are Needs Analysis, Employee Interviews, Employee Opinion/Climate Surveys, Changes in Procedures, Job Re-design, Performance Appraisal Results, Assessment Centres and Employment/Skills Tests.

Gathering Employee Opinions for Training Needs
Scheduling a meeting with employees in a particular department or job classification. During the meeting, they gather ideas from the employees about their needs and areas for professional development. Determine common themes and topics.

Ask the employees to review the information gathered and determine which areas/needs are most important to receive training. Then determine the desired outcomes from the training to address these needs. These outcomes could serve as measures of success (validation) of the training.
Steps in a Training Needs Assessment:
1. Needs Assessment (collecting and analyzing data)
2. Design (program objectives, plan, measures of success)
3. Testing (prototype the instrument and process)
4. Implementation (collection measures and update as needed)
5. Analysis & Evaluation (review feedback and data collected)

Assessment Methods: Advantages and Disadvantages:
1. Survey Questionnaires: Web based or printed questionnaires distributed to employees for completion. Construction of surveys is used to include multiple/fixed choice questions and free/open-ended questions for text responses.

   Advantages & Disadvantages:
   - Survey a large number of employees at the same time.
   - Do not require a lot of time.
   - Might not identify the specific causes behind employee actions/behaviors.

2. Personal Interviews: Conducted by a trained "interviewer" who follows an interview outline to be asked during the interview.

   Advantages & Disadvantages:
   - More flexible in the ability to ask various questions.
   - Able to immediately follow-up on items mentioned in the interview.
   - Time consuming. Especially if only one individual is interviewed at a time.

3. Personal Observations: It is an observation of the employee at work. It can be either structured (i.e., the employee performs specific tasks) or unstructured (i.e., the observer tries to document the employees work without influencing what the employee does).

   Advantages & Disadvantages:
   - May reduce the amount of interruption of the employee's work.
   - Requires a trained observer.
   - Requires the observer to document the work in detail.

OBJECTIVE OF THE STUDY
1. To study the effectiveness of training and development programs conducted in organization.
2. To suggest measures for improvement for training and development programs in the organization.

RESEARCH METHODOLOGY
The data for this study was obtained from Primary sources through questionnaire and secondary sources such as Training or HRD Manuals, Company reports.

DATA ANALYSIS AND INTERPRETATION
Ho: There is no significance difference between age group w.r.t Performance Appraisal Results.
Ha: There is significance difference between age group w.r.t. Performance Appraisal Results.
Comparing age group w.r.t Performance Appraisal Results using ONE WAY ANOVA:

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Mean</th>
<th>Mean Square</th>
<th>F</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 25</td>
<td>23.093</td>
<td>7.698</td>
<td>5.010</td>
<td>.009*</td>
</tr>
<tr>
<td>25 - 35</td>
<td>32.267</td>
<td>1.537</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Above 35</td>
<td>43.278</td>
<td>2.542</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Inference: Since P value is less than 0.01; the null hypothesis is rejected at 5% LOS. Hence conclude that there is significant difference between age group w.r.t Performance Appraisal Results.

Comparison between Job Re-design, Performance Appraisal Results, Promotions & Terminations, Observations using FRIEDMAN TEST:

<table>
<thead>
<tr>
<th>Factors on Training Needs Assessment</th>
<th>Mean Rank</th>
<th>Chi Square</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Re-design</td>
<td>2.08</td>
<td>31.950</td>
<td>&lt;0.000**</td>
</tr>
<tr>
<td>Performance Appraisal Results</td>
<td>2.40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotions &amp; Terminations</td>
<td>2.10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Observations</td>
<td>3.42</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Inference: Since P value is less than 0.01; the null hypothesis is rejected at 1% LOS. Hence conclude that there is significant difference between mean rank towards Training Needs Assessment. Based on mean rank, the Observations (3.42) is most important factor on followed by Performance appraisal Results (2.40), Promotions & Terminations (2.10), Job Re-design (2.08).

SUMMARY OF FINDINGS

From the above one way ANOVA table, it is inferred that there is a significance difference between age group w.r.t Performance Appraisal Results as the aim of training is to meet out both long term and short term needs of the employees and study the training gaps within the organisation, in order to determine where an appropriate training program is required.

From the above Friedman test table, it is inferred that there is significant difference between mean ranks towards Training Needs Assessment. Based on mean rank, the Observations (3.42) is most important factor on followed by Performance appraisal Results (2.40), Promotions & Terminations (2.10), Job Re-design (2.08) and as a result a detailed study is required to achieve objectives and its interaction pattern with environment by effective utilization of these resources.

SUGGESTIONS AND CONCLUSION

Learning is an integral part of life and it is not limited to the class room experience alone and learning at workplace whereas, learning is also in the form of mentoring and coaching by knowledgeable colleagues, while working on assignments and projects.

Learning on the low level management is the most important aspect of the orientation program for any individual in whatever capacity an employee joins, with or without experiences, developing skills relevant to your job and giving you an overview of the life on the initial scratch. Competency building is one of the tools to build the specific competency based programs which enables an individual to build expertise in their chosen career or role. The organizations often use Subject Matter Experts within and outside the organization to enhance employees’ effective in their respective roles in order not to make all the efforts let go futile.

REFERENCES


