



# Training Needs Assessment

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# Introduction

“ We can not solve our problems with the same level of thinking that created them ”

- Albert einstein

When it comes to the training needs of your employees, this thought by the world-famous scientist is something you've got to remember. Training is the HR function often taken for granted which leads to a flawed approach.

As organizations have evolved, their needs are no longer the same. And so, problems cannot be solved with the same, old methods that have been in use since long. Sales professionals, for instance, cannot simply educate potential buyers about products and services. They need to be trained to be thought leaders who can convince customers with valuable insights. A random training program won't help and

As a learning and development professional, you might have come across a number of times that training programs are conducted generically without any in-depth analysis.



a Training Needs Assessment would be needed to align your business goals with the training needs.

However, before you get all excited and set out to design new training programs for your company, you need to fix your approach towards training. Don't depend on your intuition when it comes to your training needs.

At Mettl, we help you to entirely modify your approach towards Training Needs Assessment so that your decisions are driven by data and insights instead of mere guesses.

# Where does TNA fit in ?

Let's understand this through a scenario. There's a privately held company and let's call it XYZ. Now, XYZ is a million dollar company with about 1000 locations in the US and the Europe market and close to 20,000 employees. The company has been successfully in business for the last 30 years and have recorded profits every year.

Throughout these years of being in business, the company's growth happened through acquisitions but internal growth has not been substantial. They have been struggling to differentiate themselves amongst their competitors as the market has matured. XYZ wants their customers to sit up and take notice of their products and choose them as against their competitors.



Should the company jump into directly training these people with the same methods they have been using? Intuitively, that would not work. After all, you do not want to be stuck with the same results. Remember, Einstein?

Neither can the company just randomly introduce a training program and expect that they would bring out the business objectives laid down. This is where Training Needs Assessment comes into the picture.

You need a certain mechanism to align the business objectives with the design of the training session. The cost of the training also needs to be balanced out with its effectiveness.



# TNA in action

The main focus of Training Needs Assessment is identifying gaps in skills at the organisational level, the group level and the individual level. TNA should be conducted at all three levels to ensure the maximum efficiency of the training throughout the organisation.

A TNA will be able to identify the necessary level of skill or knowledge and the current level of the same. Once both these factors are established, the gap in between will become clear. In brief, TNA will be able to answer the following questions -

Why is the training needed?

How will the skill gap be bridged?

What will be the target audience?

(For instance, sales professionals in our case)



What will be the design and content of the training program?

When will the training be held?

Here are a few important aspects of TNA -

### Setting the context

Before you begin any new venture, you must set your focus right. The context of the Training Needs Assessment is going to be the business objective i.e. what is the training trying to achieve. If suppose the training is going to happen at the organizational level, the objectives of each department and functional unit must be identified.

To put it in perspective, the business objective that XYZ was trying to achieve in our example was achieving twice the growth in sales than industry standards. To be on the same page, the Sales and Marketing functions need to modify their sales model to reach that goal.



## Defining the competencies

A desired business outcome has to identify with a set of competencies ie. Knowledge, skills, abilities, and Personal Characteristics apt for the functional role and the employees in question. For actualizing this, organizations may have to take help from subject matter experts to identify critical competencies that would have to be identified for training.

We've already done the groundwork so you do not have to waste time identifying the competencies. Our framework allows you to define the relationship between competency potential and competency requirements for the job role in question.

## Evaluating employees based on competencies

Assessments play a huge role in this step. You

need to see where your employees currently stand and where they need to go. Mettl's psychometric assessments, for instance, are based on solid secondary research and the carefully curated list of core competencies and sub-competencies. For instance, a sales potential test can identify if the employee can build relationships, has empathy, and is motivated enough to strive till the end to bring results.

## Understand where the gap lies

A competency evaluation will identify the performance gap. An individual analysis will give an overview of which competencies need to be worked on. This individual analysis is extrapolated to a group analysis, even in different geographies. You can approach this problem by setting a standard will help you identify how many employees are above and below that set norm. The ones who fall below the threshold would need to take the training.

# Cost and Effectiveness

You cannot ignore the Return on Investment (ROI) for your training programs, as is true with everything that you do in an organization. Psychometric-based development assessments give valuable insights to both employees and the management alike. When they are used for TNA, psychometric assessments can create training solutions while ensuring they help bridge the performance gaps and take care of the costs simultaneously.

The actionable insights that psychometric assessments provide are of immense value, even post-training to evaluate the efficacy of a learning or development program.



# The Takeaway

What we bring to the table here at Mettl is that we understand your concern about the cost and effectiveness of your training programs as L&D professionals. We have already mapped out competencies for each job role and our psychometric assessments are specifically designed around those competencies.

We analyze your needs and provide customized tests with instant reporting and results.

Taking the guesswork out of your training decisions is what we do with detailed analytics and reporting. Not only that, we ensure scalability of our assessments so you do not need to worry if you have a huge employee base to train.

Allow us to take over the hassles of your Training Needs Assessment while you sit back and relax!





Mettl is a SaaS based assessment platform that enables organizations to create customized assessments for use across the entire employee lifecycle, beginning with pre-hiring screening and candidate skills assessment, training and development programs for employees/ students, certification exams, contests and more.



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