

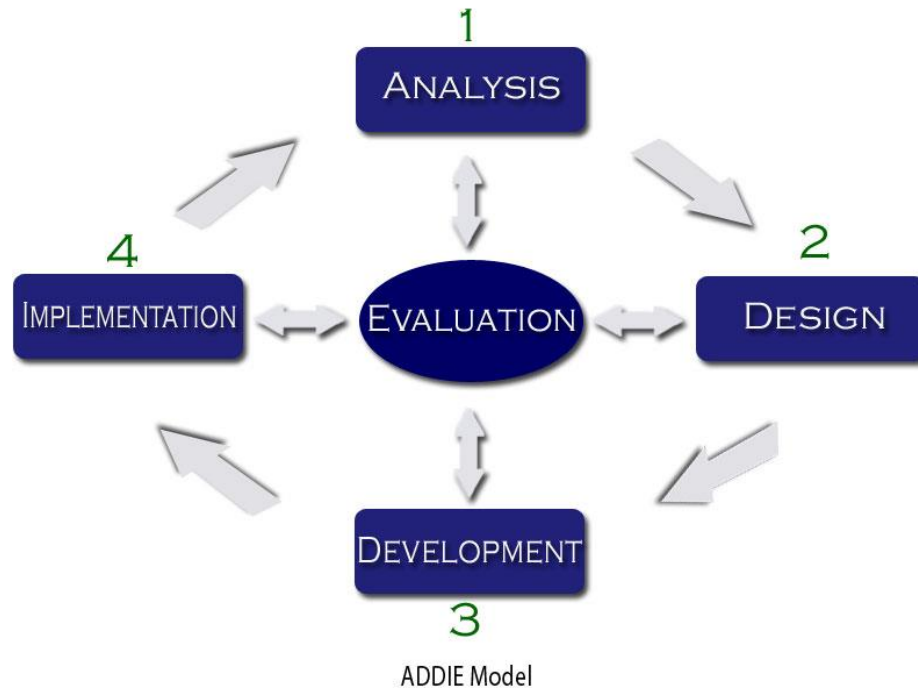
TASK & PERSON ANALYSIS

Penyusunan Desain Pelatihan - 4



ROLE OF TNA IN THE TRAINING PROCESS

- ▶ A TNA is the first step in the training process model.
- ▶ TNA assessment involves:
 - ▶ Organization analysis.
 - ▶ Task analysis.
 - ▶ Person/learner analysis.



THREE LEVEL OF TNA ANALYSES

▶ **Organizational Analysis**

- ▶ To align training with business strategy and to ensure there are resources and managerial support for training.

▶ **Task Analysis**

- ▶ To identify the important work-related tasks and knowledge, skills, behaviors, abilities (KSABAs); determine if the content and activities are consistent with trainee on-the-job experience; and to develop measurable and relevant content, objectives and methods.

▶ **Person Analysis**

- ▶ To ensure that trainees have the basic skills, motivation, prerequisite skills or confidence.

TASK ANALYSIS

Task Analysis involves:

- ▶ Identifying the important work-related tasks and knowledge, skills, behaviors and abilities (KSBAs) that must be emphasized in training.
- ▶ Data sources: Subject matter experts (SMEs), managers, exemplary employees.



TASK ANALYSIS PROCESS

- ▶ The task analysis process involves:
 1. Selecting the job(s) to be analyzed.
 2. Developing a list of tasks performed (from an interview or survey of exemplary employees).
 3. Mining data sources: Ask SMEs, managers and/or exemplary employees to validate tasks:
 - a. *Frequency*: How frequent is the task completed?
 - b. *Importance*: How important is this task to the overall work?
 - c. *Difficulty*: How difficult is this task?
 4. Identify KSBAs that should be trained to address the gap.

PERSON/LEARNER ANALYSIS

The person/learner analysis involves:

- ▶ Determining whether performance deficiencies result from a lack of knowledge, skill, behavior or ability (a training issue) or from a motivational or work design problem.
- ▶ Identifying who needs the training; who has a KSBA deficiency.
- ▶ Determining readiness for training: basic skills, motivation, self-efficacy.
- ❖ Data sources include learners, managers and document reviews (personnel records, prior training records, or testing).

DATA FOR A PERSON/LEARNER ANALYSIS

- ▶ **Person:** Is the person cognitively and/or physically able to complete the task? Does the person believe in their ability to complete the task (i.e., self efficacy)?
- ▶ **Barriers:** Does the person perceive any constraints to performing the task correctly? Are the constraints physical or managerial?
- ▶ **Performance expectations:** Does the person understand the level of performance expected?
- ▶ **Consequences:** What consequences exist to correct an incorrect task demonstration?
- ▶ **Feedback:** Are people receiving timely and accurate feedback about their performance?