

Kampus
Merdeka
INDONESIA JAYA



TNA METHODS

Penyusunan Desain Pelatihan - 5



TNA DATA-GATHERING METHODS

- ▶ Observation
 - ▶ Interviews
- ▶ Questionnaire
- ▶ Focus Groups
 - ▶ Document Review



Pros and Cons of TNA Methods



▶ Observation

- ▶ *Pro:* Generates data relevant to work environment and minimizes work interruptions.
- ▶ *Con:* Requires a skilled observer. Employees' behavior may be affected by being observed. In addition, it is time consuming.

▶ Questionnaire

- ▶ *Pro:* Inexpensive and can collect data from a number of people.
- ▶ *Con:* Provides limited information. There are also anonymity concerns.

▶ Interviews

- ▶ *Pro:* Good at uncovering details of training needs and the trainer can explore questions that arise.
- ▶ *Con:* It is time consuming and difficult to analyze. To succeed, need a skilled interviewer.

Pros and Cons of TNA Methods (Cont'd)



- ▶ Focus Group:
 - ▶ *Pro*: Useful with complex or controversial issues that one person may be unable or unwilling to explore.
 - ▶ *Con*: Time consuming to organize; status or position differences may limit participation.
- ▶ Document Review
 - ▶ *Pro*: Good source of information on procedure; objective.
 - ▶ *Con*: May not be available, accessible, or valid; technical language might require SMEs to explain.

CHALLENGES OF TNA

- ▶ Time constraints can limit the length and detail obtained from needs assessment.
 - ▶ What should you do if you lack the time to conduct a TNA?
- ▶ Lack of management support :
 - ▶ The scope of the needs assessment depends on the size of the performance issue.
- ▶ Starting over each time. However, you can anticipate training needs if you are attuned to:
 - ▶ Business problems.
 - ▶ Technological developments.
 - ▶ Other issues facing the organization.