

# How to Enhance Performance Effectiveness Through Competency Based Training Needs Analysis

By

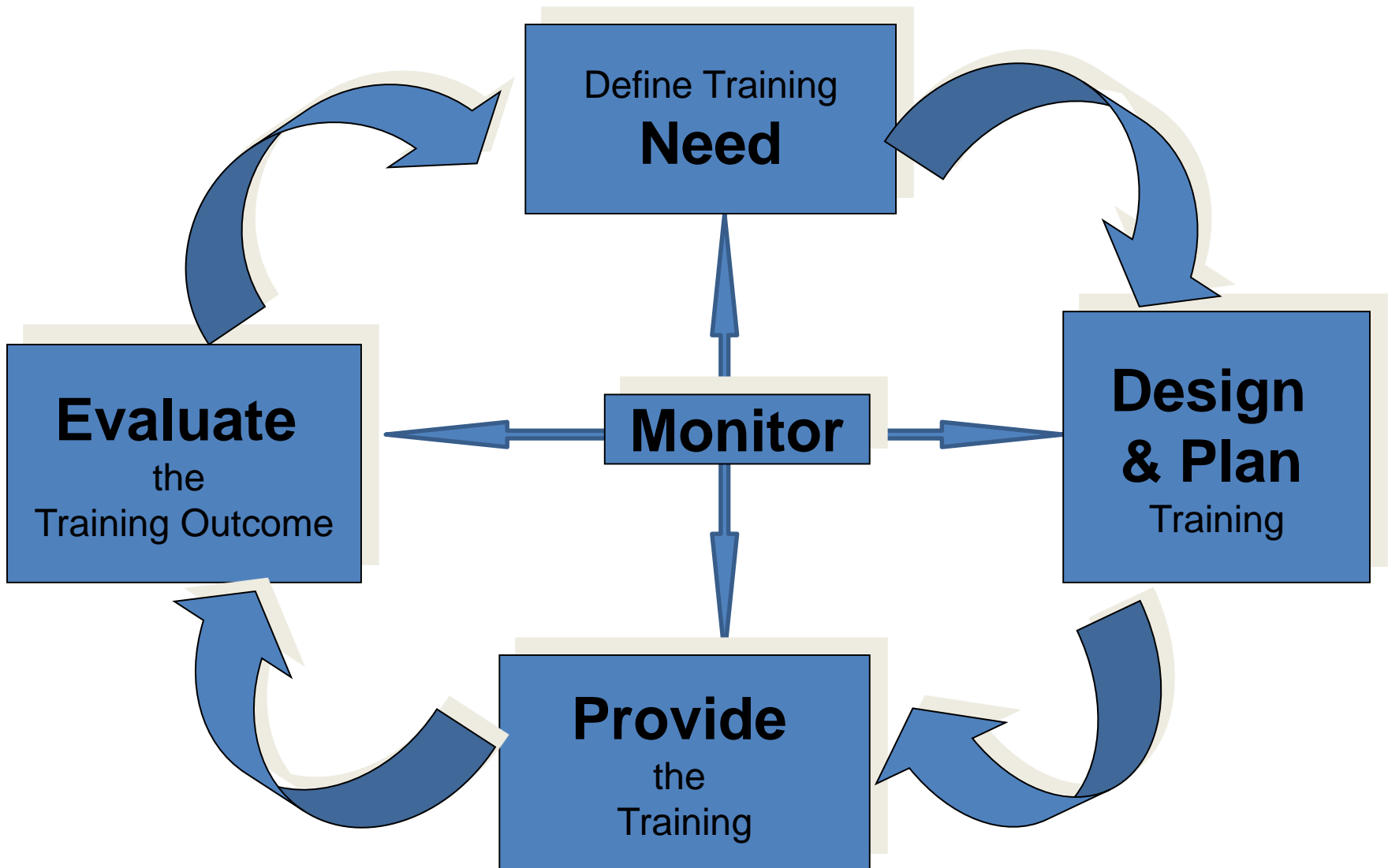
Sanjay Kumar

SME and Course Developer, GMR AA

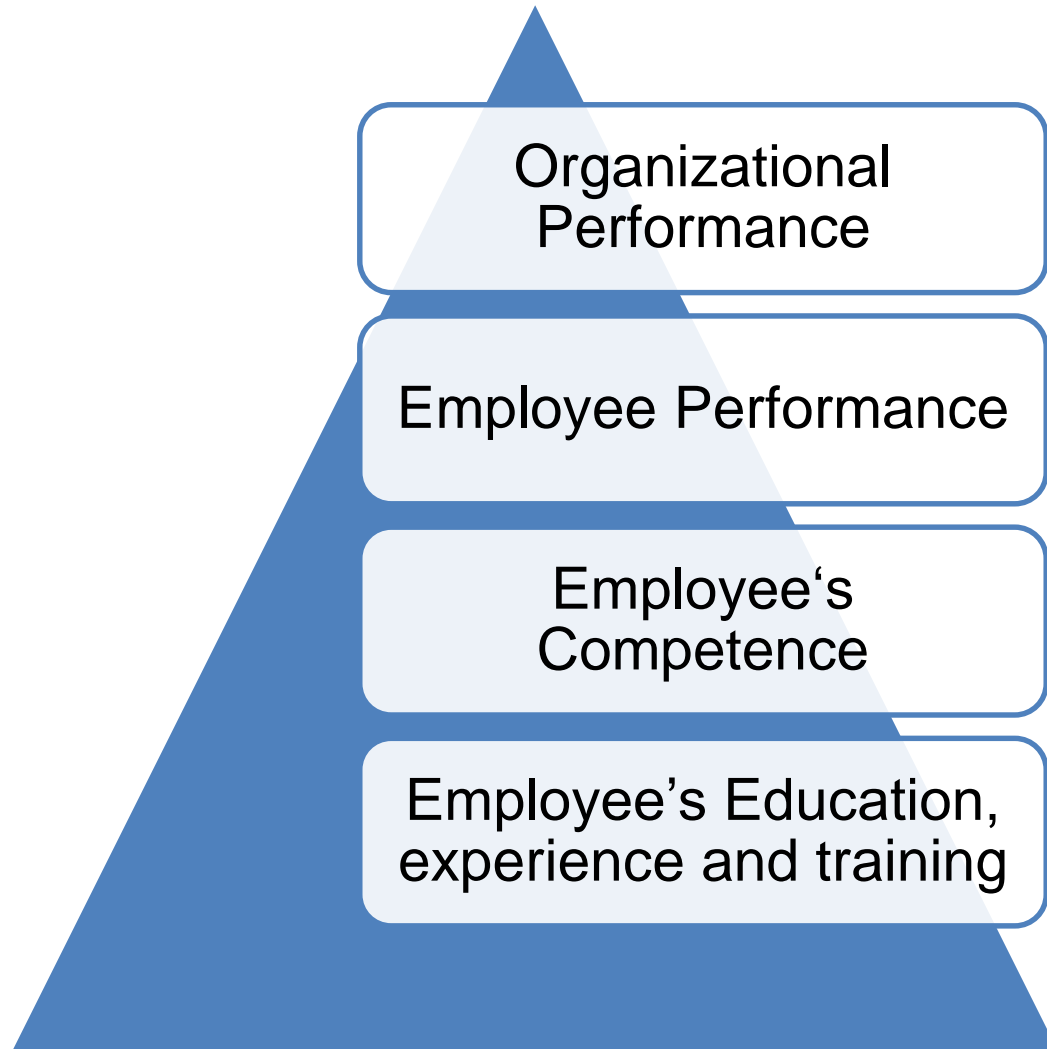
- Different definition by different agencies.
- Definition as per TDG (Doc 9941):  
combination of knowledge, skills, and attitude required to perform a task to a prescribed standard
- Definition as per ISO 10015:  
application of knowledge, skills, and behaviors in performance

- A process to provide and develop knowledge, skills and behaviors to meet requirements
- A planned and systematic training process can make an important contribution in helping an organization to improve its capabilities and to meet its quality objectives.

# Training Process



# The bigger picture



- Organizational or technological changes
- Data recorded from past or current training processes
- Organization's appraisal of the competence of the personnel to perform specified tasks
- Turnover or seasonal fluctuation records
- Internal or external certification needed for the performance of specific tasks

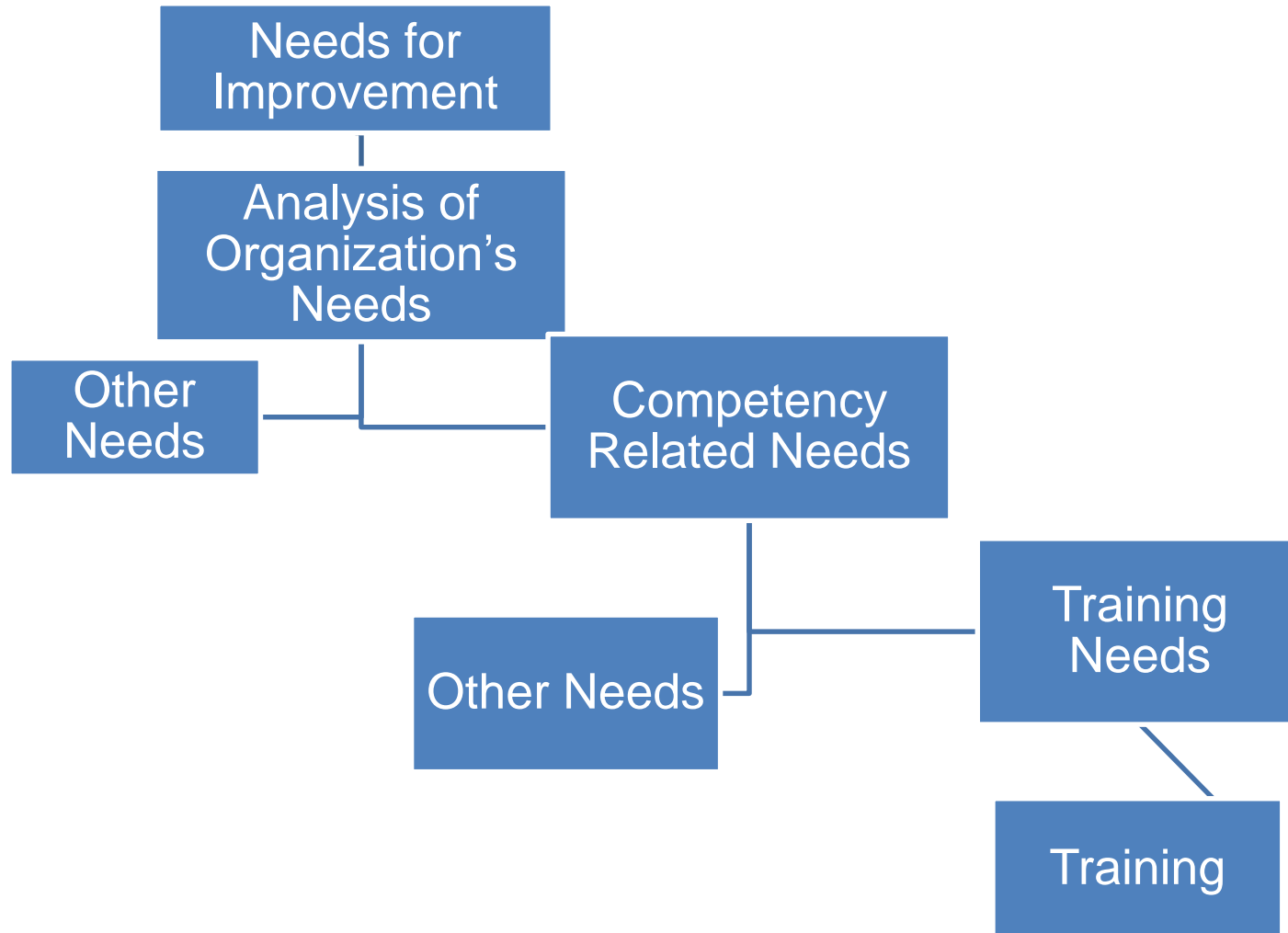
- Requests from employees identifying opportunities for personal development
- Result of process reviews and corrective actions due to customer complaints or nonconformities reports
- Legislation, regulations, standards, and directives affecting the organization, its activities and resources
- Market research identifying or anticipating new customer requirements

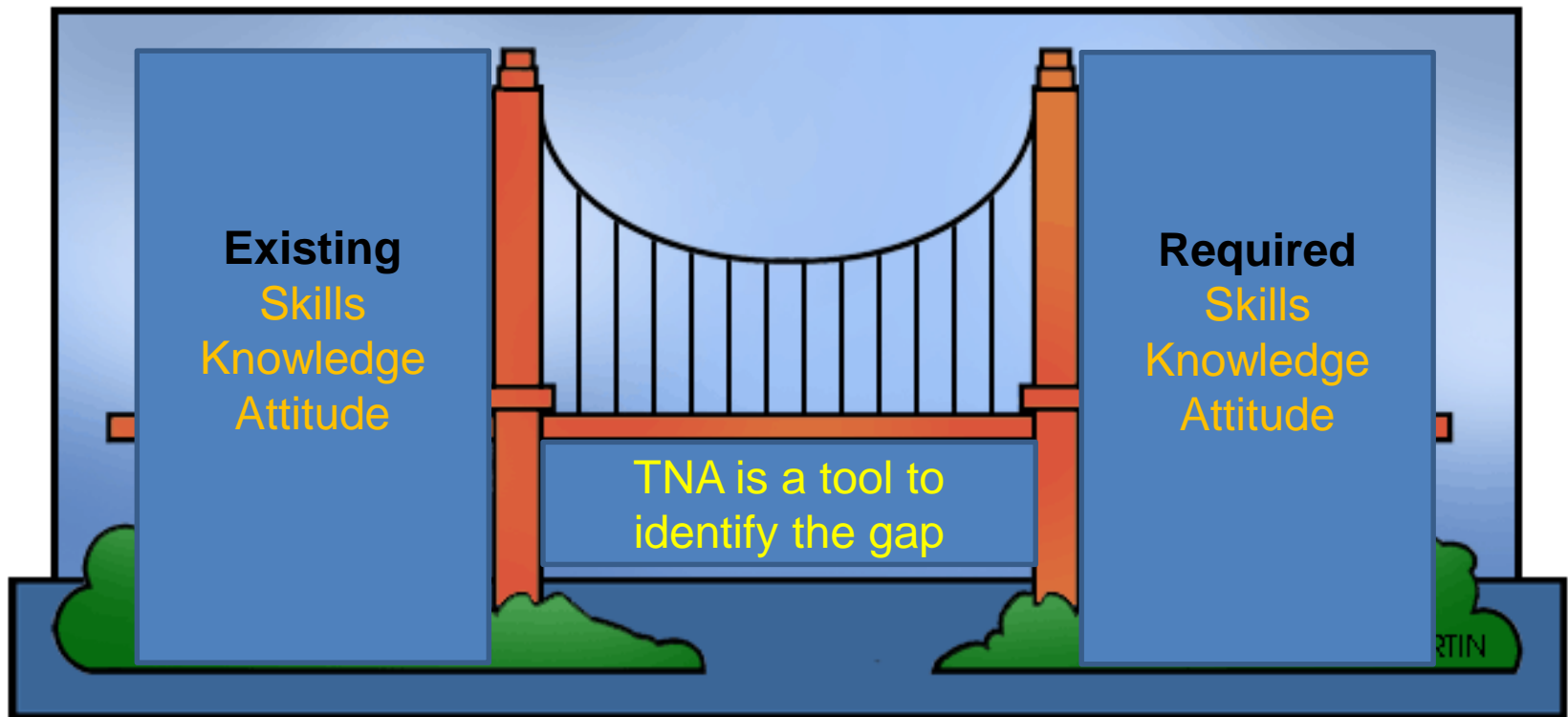
- Define competence requirements for each task
- Assess the competency of each personnel
- Analyze the present and expected needs of the organization compared with the existing competence of its personnel.
- Analyze the gaps between existing and required competence to determine whether the gaps can be closed by training or whether other actions might be necessary



- a) define the gaps between the existing and required competence;
- b) define the training needed by employees whose existing competence does not match the competence required for the tasks; and
- c) document specified training needs.

# Training Requirements





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## Recommendation:

- Introduce Quality Management System in Training needs.
- ISO10015 standards formulates guidelines on the Quality Management of Training
- This will ensure correct input details, processing and output at all stages including TNA

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- Organizational Goal and Challenges Including future goals

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- Analyze the gap between required performance and Employees actual performance

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- Analyze Causes of Problems

- Find out the Possible Solutions (Both Training and Non Training)

## Step 1: Preliminary Study

### Symptoms

- Inefficient use infrastructures and loss of natural resources
- Regulatory Non-Compliance, complaints of community
- High energy, water and fuel consumption for airport operations
- Pollution at aprons, chemical & oil spills, high direct and indirect energy emission from Airport.
- Terminal congestion, capacity constraints, inefficient collaborative environment management between all Airport stakeholders.

- Causes of the Problem
  - Absence of shared knowledge, skills and attitudes on LEEDOAI and environment managements requirement between Environment Specialist, Airport Operations, Project and Engineering and Master Planning Teams
  - Current Training not corresponding adequately to all the job requirements
  - Shortage of strategic plans for short and long terms, as per the changes in administrative, regional and regulatory controls.
  - Shortage of environment and sustainability parameters for monitoring and reporting key environmental performances.
  - Irregular practice of managing, recording and reviewing for corrective and preventive actions with all sustainability elements.

- Training Solutions
  - Need to qualify new Airport Master planning, Project & Engineering, Airport Operations and Environmental Specialist.
  - This will address the lack of knowledge and skills deficiency on root cause analysis, environmental aspect and impacts, building lifecycle assessments and development of strategic plans and review of sustainability parameters for monitoring and reporting key environmental performance,.



## Non-Training Solutions

- Replacing the existing Airport facility on water, energy, fuel and transport infrastructures to the latest green rating requirements.
- Procuring sufficient number spare parts for all facility for corrective maintenance.
- Motivating stakeholder's airlines by various business incentive plans.
- Frequent pollution check on water, soil and atmosphere and implementing corrective measures.
- Develop strategic plan and Implement and monitor community development programs and providing incentive to the Airport affected community.

- Carried out by Course Development Unit comprising of Course Developers (CDs). The job analysis was conducted in two stages.
- The objective of the first stage of job analysis was to prepare an organisation chart to show the position of the job under study in the organisation i.e. Airport Sustainability Specialist Professionals which includes Airport Master planner, Project and Engineering, Airport Operations and Environment Management teams.

- The objective of the second stage of the job analysis was to identify the tasks and sub-tasks, as required to be performed by all levels of officers involved in its performance.
- The performance difficulties, skills, knowledge and attitude requirements for performing the function of various officers were determined.
- Clearly defining the jobs of the all team members.
- Improvement in system of environment management and energy conservation as per LEED guidelines.
- Interviewed other officials of airport deployed in the field and collected information about the job under study.

- This report described the target population for the course in order to develop the STP that not only caters for the job requirements but also to the level and learning mode of the intended trainees. The details were revealed by the completed training attitude questionnaires of a sample group of the target population.

# The End

E-mail: [sanjaykumar408@gmail.com](mailto:sanjaykumar408@gmail.com)