

THE EVALUATING OF NEEDS IN ORGANIZATIONS

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Abstract

As one of the most important and valuable capital for any organization, is functional and efficient human sources of that organization and on the other hand, the key factor for organization's impact is their human sources, so development and expansion of human source is one of the necessities and vital factors for organization life. In addition to this fact, the most important way for developing of human sources is the training of employees. This training is planned as an active system and all of the training's principles are considered. one of the vital principles for each training system, is the evaluating the needs regarding to training. In fact, evaluating the needs is one of the important factors for training planning process. the researcher's method is descriptive, because the research describe the present situation and tries to recognize the important factors that are regarded to training subjects.

Key words: evaluating the needs, training, organizations.

1-Introduction

The emergence of social organizations and development of them, is one of the explicit features of human civilization (5). Today there is an organization for each social duty and work. In this regard, today organizations are the basic foundation of society (4). on the other hand, the goals of one organization show its reason of existence. So, the effectiveness of organization is the rate of achieving goals. The key factor of organization effectiveness is not technology or mechanic(?), in fact the humans are the important factor for organization effectiveness. In this regard, organization's management attentions to develop of human sources, because obtaining the organization goals related to employees ability and their adaptation to environment and the best and most important activity for human sources development is employee's training(2). If the goal of training plans is the human source's development, training should be as an active and constant system. regarding to above, mentions and environmental changes and technology of companies, the necessity of compilation implementation of training plan is cleared.

The employee's training needs: it consists of useful and effectiveness changes that a person or persons of, organization form about knowledge, skill, or behavior, all of these changes are because of the improving of employee's ability for doing their activities and duties in agreement of standard rules, in addition, In this way, the employees can grow and develop their level in different aspects.

Regarding one point of view, training needs are classified into two groups: apparent and hidden.

1-1 The kinds of training needs

Regarding different point of views, the training needs can be classified as below:

- 1) Individual training needs
- 2) Group's training needs
- 3) Training needs that immediately should be removed
- 4) Training needs that can be removed in future
- 5) Training needs that need to official training and activity.
- 6) Training needs that don't need to official training and activity.

- 7) Training needs that should be removed during the activity.
- 8) Training needs that should be removed during giving service.
- 9) Training needs that for removing of them we should use of inside services of organization.
- 10) Training needs that for removing of them , we should use of outside services of organization.
- 11) Training needs that person can remove them by helping of others.
- 12) Training needs that person himself should remove them(1).

1-2- Training needs are classified to four categories (2):

- 1) Needs basis on the gap between present situation and idle situation.
- 2) Needs basis on a requirement or preferment.
- 3) Needs basis on a defect or faults.
- 4) Component understanding

1-3- The goal of research:

The goal of conducting this research is to prevent some problems and events in organizations and manage different programs. If management evaluates the training needs by analyzing the data, so , in this way, it can prevent the happening of many problems. If the management allocates a period of time for determining of training needs, it can find what are the needs of training .analyzing the needs and evaluating the training needs, able the management to recognize the present situation of organization and correct the way of training and performance. analyzing the needs and evaluating the training need, prepare the essential information for achieving the goal of organization and management. Determining the training needs is the first step to the effectiveness training path.

For more effectiveness and usefulness of training plans, all of them should start with evaluating the needs.

Before the starting of real train, manager should recognize that who, when, why and how, should train. In order to this, the training manager should analyze the data basis on his ability and knowledge.

2) The principles of evaluating of needs:

There are 6 norms for evaluating of training need (3):

- 1) Continuation norm
- 2) Comprehensive less norm
- 3) Participation norm
- 4) Concreteness norm
- 5) Realism norm
- 6) Cultural observance norm

Rechard- j- Mirabil, basis on "the goal of training and development" paper, determines the 6 steps for recognizing the employee's training needs:

- 1) Analyzing the jobs for recognizing and understanding the important factors for success.
- 2) Determining the features of job that show the different level of needful skills.
- 3) Evaluating the employees for determining the level of needful skills.
- 4) Compare and contrast the level of present skills with organization needful skills.
- 5) Planning the developmental activities (educational) for recognizing the faults in all of the skill levels of employees.
- 6) Becoming sure of the rate of acceptance and performance of employees regarding to training plans.

Karol.M.Kap.Bil.F.Louam and Dehster Ford Louam, basis on "planning training needs, conducting and designing for changing and developing of organization " paper , determine the needs of training planning as below:

- 1) Give priority to organization training subject.
- 2) The existence of well-organized program in order to update the employee's skills and activities.
- 3) Introducing a way for predicting skill's needs of future.
- 4) The existence of systematic and planned project for supervision on the training ways that are used for employees and organization and companies.
- 5)Using the exports point of view in training fields of countries

2-1-The importance and necessities of research:

As human's societies are changed, from traditional societies to industrial society and from industrial society to high industrial society, so, science and technology also are changed and developed. Because of this fact, the importance of necessities of training and evaluating of training needs are cleared more than past. In this regard, some experts about the importance of training say:" training in fact is the management. "Basis on many reasons, we need to determine the training needs. some of these reasons are in below:

- 1)Most of the people, after passing the useful training courses regarded of their jobs, act more better and effectiveness and are ready for development.
- 2) The success of each organization causes its employees and workers act very great and deceivable. "The deceivable activity" causes that person's "step developing" needs are planned basis on useful training program and are enforced on time.
- 3) If all of the people have chance, they can do everything greatly and completely.

Evaluating is connected to need that we can recognize it in different ways, but as whole, need is as a gap between the present existence and the future needs. These gaps can consist of the differences between the organization's expectations and real events, the ideal performance of present job and effectiveness skills. We can use of evaluating the need's subject for improving the work group performances and activities, for profiting the subject and solving problems, for reaction toward future's changes.

The results of evaluating the needs, cause the training manager determine the training goals by answering these two questions: who needs to training? Which kind of training is needed?

2-2-Designing, performance, evaluation:

Sometimes the training is not the best way; some of the existence gap between performances can be decreased or omitted by other's management solutions. Some of these solutions are communicative expectations, preparing the supportive solution, classify and arrange the results, removing the obstacles, controlling the job's harmony and suitability.

Sometimes, evaluating of needs is done and the goals of training are clarified. in this regard, the designing phase starts by considering bellows steps:

Choosing the inside or outside person of organization for designing developing of training, choosing and designing of program's content, choosing the techniques that are used for convenient learning (e.g. speech ,role play ,simulation ,and so on), choosing the subjects that are used for conducting the training (e.g. book, video, and so on), recognizing and training of teachers(if they are inside workers of organization).

After the ending or designing phase, the training is ready for performance: planning of classes, facilitations and participators, time table program for teachers, preparing the training materials and presenting them in suitable timing, conducting the training plan.

The last phases of training plan and reforming of manager and employee's performance, is the evaluating of training program. In order to determine that do we reach our training goals or not? The evaluating process is consist of determining participant's reactions in training

program and to what extent, the participants learn the training subject and do they transfer the learned subjects to real situation of work. The collecting data and information of evaluating of training programs are usable in next phases of evaluating the training needs. The evaluating of training needs, determining the training goals, designing, performing and evaluating are the constant and very important processes for organization.

As a whole, we should consider 3 kinds of training needs for the employees of organization:

1) Organization's needs that consist of general subjects like: organization's goals, organization's behavior and so on.

2) The related needs to job that are determined by individual's analyzing.

3) Individual needs that are determined by organization's training and analyzing

The evaluating of need process in training system: Regarding to this fact that the training needs of employees are changed basis on time and environment's conditions, so the planning of evaluating training need should be reconsidered and revised in determined and reasonable intervals.

The result of evaluating the needs:

Suppose that evaluating the need goes beyond of training need and investigates and recognizes the manager's training, management duty, give priority to training according to necessity of need (how many of employees need to train?) And available sources. According to this information, the training manager can determine the goals of training that are needed for developing of plans and the performance of employees and manager.

3-Conclusion:

Evaluating the need is a systematic process for designing the optimal condition and recognizing the gap between present situation and optimal situation and at the end, determining the priorities for performance. Evaluating the training need is a three phase's process. Regarding all of the analyzing we should attention to these three phases. 1-Gathering the data is doing by using of one or some of the six ways of needs analyzing. 2-analyzing the data: after gathering the data, we should analyze that data and then draw the results. Whenever all of the beneficiaries are involved, the evaluating of need becomes more effectiveness. 3-designing and presenting the training plan : in this step, we attention to data as a basic subject for designing the training plan, in this regard , we search about the ways for removing the faults. All of the three phases have inside connections and all of the data that are gather from different phases and levels, have important roles on the effectiveness of training the need. as a whole , the goal of evaluating the training needs , is to recognize the necessities of performance or needs of one organization in order to direct the sources towards the parts that need more to these sources. In fact , we attention to needs that have close relation with goals satisfaction and organization performance , and attention to these kind of needs improve the quality of products and increase the profits and services .evaluating the need is the first step toward the performance. of training plans, improving the manager's and employee's performance. We can use of the result for determining the training goals, choosing and designing the training plans, performing the plans and evaluating all of the data and steps. These processes introduce a constant cycle that always starts with evaluating the need.

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