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DIAGNOSIS OF CONTINUES TRAINING NEEDS OF PERSONNEL

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Abstract: Diagnosis of continues training needs of personnel is a mandatory step for analysis and knowledge of reality on the level of personnel training organizations in terms of knowledge, skills, abilities, attitudes and behaviors necessary to perform the duties, powers extend their professional and individual development.

Key words: diagnosis, needs, personnel, analysis, organization, training.

1. Introduction

A review of the national education system after 1990, reveals a state of continuous reform, with frequent changes and purpose often unclear.

Also, the relevant legislation in domain it is in a permanent transition even in defining the basic notions of educational sphere, or a number of sector strategies are still at the design stage.

Since 1995 offer continuing education experience a renaissance identified by creating a framework favorable in continuous professional training by creation of specialized institutions.

The only drawback is the great fluctuation of programs, trainers and participants, indicating instability and discontinuity

One factor that will influence the service quality of continuing education in organizations, will be in the most numerous cases, proper analisys of education needs of personnel.

2. General considerations about diagnosis of continue training needs of personnel

Any instruction activity or training cycle begins with the identification of training needs, in a simple word the diagnosis of professional needs training.

Current procedures in this area are still barely sketched and literature available on the Romanian market treats rare this subject.

Educational and training activity must have a main purpose, and it can be defined only if the training needs of personnel and of work groups are systematically identified and analyzed.

The training programs cannot be designed and realized efficiently without before to achieve a thorough and systematic analysis of the strengths and weaknesses of existing programs and of level personnel training.

The quality of this activity is crucial to the effectiveness of continue education programs conducted by the entire personnel, according to training and preparation plans.

DIAGNOSIS OF CONTINUE NEEDS TRAINING OF PERSONNEL

2.1 Diagnosis of continue needs training of personnel - Features

The proposed algorithm for establishing the continues training needs of personnel (military or civilian) from National Defense System through education departments / staff / combat training can be the following steps:

1) Systematic collection of one set of relevant data about continues training needs.

Data collection for the analysis of training needs of personnel should be made to reflect specific institution, on several levels, separately, starting with the individual needs of each worker and job which he occupies. A second level is useful to include data on work groups, departments and functional units.

2) Analysis and interpretation of data concerning continue personnel training needs.

A first analysis is carried out even in the process of centralization, systematization and data transmission at higher level.

The analysis must begin with the mission and general and sectorial strategies in the field, other strategic and operational documents.

To identify the continue training needs of personnel, it will analyze the data collected at this stage, which will identify the strengths and weaknesses of the needs for continuous training of personnel from the following perspectives: individual, work group, organizational and institutional.

Also, analysts are required to take into account expected changes in organization structures, new missions and tasks, change procedures and standard operating procedures, internal normative acts.

3) Completion of diagnosis

It materializes in drafting activity proposals.

This is necessary both in the interpretation of the data each worker / job, working, functional departments and unit / organization.

It is essential that the data collection process to be done starting with the worker/job from organizational structure, but analysis and interpretation to be done in reverse.

I consider important for collect the data necessary for the diagnosis needs training, the documents following:

1) **Written records** - refers to any type of personal statistics, analysis and reporting of training programs and activities, demands of job descriptions, annual activity evaluation sheets, occupational standards, evaluation forms for all activities of personnel, reports of commissions control, references, recommendations elements of the military career planning. From their contents are extracted problems they make personnel to fulfill the tasks, failures caused by lack of knowledge and skills, areas where skill levels are not up to the standards required, how far has performed training activities and the possibilities to develop a military /individual career.

2) **Interviews** - are some of the most important tools of analysis, they must have the following characteristics:

- to follow the a logical sequence of questions;
- to avoid the questions subject, which strongly suggests a certain kind of response;
- to provide the possibility of free discussion by creating an atmosphere of trust;
- to pursue the specific issues to be resolved, and the relative difficulty of the tasks to be executed;
- seek to identify the qualifications and skills needed to carry out the work.

3) **Questionnaires** - are pre-determined list of questions that can be asked different types of response, from selecting the variant considered appropriate and they

DIAGNOSIS OF CONTINUE NEEDS TRAINING OF PERSONNEL

must work tasks related to analysis of all other evidence, it can be a useful tool in helping people to describe job duties and to solve their problems.

4) **Collective discussions** - suggest as a starting point in determining the training needs about the requirements and issues raised in their professional work, about their training needs. These will be supplemented by the training needs of the organization.

5) **Direct observations** - must be made during fulfilling their duties, both by managers concerned staff and instructors or other professionals in the field.

6) **The educational project management** - can be used only at institutional level to coordinate activities in the field of educational management, he can extract from the guidelines, directives in staffing.

3. Conclusion

May be made major benefits in personnel training analysis by develop a methodology for determining at the institutional level of personnel training needs, structured as follows:

- 1) The purpose and objectives for the diagnosis of training needs;
- 2) Executing of diagnosis activities focused on the main characteristics:
 - The assimilation of knowledge and understanding on the performance of functional expansion of professional skills and individual development;
 - The development of skills for implementation of knowledge;
 - The development of the behaviors necessary for the tasks assigned.
- 3) Methods, processes and tools for analysis and diagnosis;
- 4) Interpretation of the data collected on continuous personnel training requirements - with recommendations to individual, workgroup and institutional.

Finally we conclude that the quality of diagnosis necessary continue training can be a highly relevant indicator on the usefulness and effectiveness of programs / projects developed at institutional level in continuing training and specialization.

Usefulness of the project is that it can be developed, completed, adapted, improved and can be used in military/non military organizations may be useful in diagnosis (analysis) continue training needs of military organization and it increase in organizations the quality of training personnel.

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