Republic of Zambia

ORGANISATIONAL/INSTITUTIONAL TRAINING NEEDS ASSESSMENT TOOL FOR THE PUBLIC SERVICE

Prepared By:

Department of Human Resource Development
Public Service Management Division
P.O Box 50340,
Lusaka

May, 2012

WORKING DEFINITIONS

Assessment   means, the act of making a judgment about something based on an understanding of the situation.

Competence   means, the required knowledge, skill and attitude that need to be demonstrated to support effective job performance.

Portfolio Subject/function means, the role or purpose of the organization.

Future Project   means, projects planned to be undertaken by a Ministry or Institution in future.

Strategic Plan   means, a set of statements describing the purpose and ethical conduct for an organization together with specific strategies designed to achieve the targets set for each strategy.

Strategic Intervention   means, an intervention put in place to ensure that the organization achieve its targets.

Special Assignment   means, tasks assigned to an organization outside its core function.

Policy Requirement   means, requirement as provided for in the policy.

Legal Requirement   means, requirement by law.

Professional Requirement means, qualifications required for professions in an organization.

Institutional Target   means, a set target which an institution must strive to achieve in order to function effectively.

Key Work Process   means, core competences that determine success in an organization.

Key Service   means, an important service an organization provides in order to fufil its mandate.

Key Product means, important goods and services produced by an organization.

Performance Standards means, a way of measuring an organization's progress and how effective and efficient it is.

Job Specification means, minimum qualification a Job Holder should posses for the job.

Performance Level means, the level at which an organization performs its functions effectively.

1.0 INTRODUCTION

The Training Needs Assessment (TNA) Instrument has been designed for Government Ministries/Institutions to use when identifying training gaps at organizational Level.

The Instrument has two (2) sections viz. Assessment of Competence Requirements and Qualification Improvement Requirements.

The Instrument should be completed by the Human Resource Development Unit in Government Ministries/Institutions in consultation with Directors responsible for Human Resources and Administration.

2.0 ASSESSSMENT OF COMPETENCE REQUIREMENTS

For an organization to function effectively, it must posses a set of pre-determined competences. These competences enable an Organization to deliver on its mandate viz. Portfolio Subjects, Strategic Plans, Key Products and Performance Standards.

2.1 Assessment Against Portfolio Subjects/Functions

Government Ministries/Institutions have been allocated Functions/Subjects through **Gazette No. 183 of 2012**. For any Government Ministry/Institution to function effectively, it must have necessary competences to perform the functions/subjects it has been allocated.

Using the Matrix below, kindly indicate the Subjects/Functions allocated to your Ministry/Institution and rate the general Performance Level achieved against each Subject/Function. In addition, indicate the Principal Accountabilities/Competences required for each Function/Subject and rate the level at which the competences are available in your Ministry/Institution.

Subject/Function	Performance Level					PAs/ Competences	PAs/Competences Status					
	1	2	3	4	5		A					N/A
							1	2	3	4	5	

2.2 Assessment Against SNDP Programmes

In 2010, Government adopted the Sixth National Development Plan (SNDP) and many Government Ministries/Institutions have programmes to implement in order to help Government achieve the goals of the SNDP. Successful implementation of these programmes requires availability and the right mix of competences.

Using the Matrix below, kindly indicate the SNDP programmes being implemented by your Ministry/Institution and assess the Performance Level against each programme. In addition, indicate the Principal Accountabilities/Competences required by your Ministry/Institution to implement the programmes and the extent to which the identified competences are available in the Ministry/Institution.

Programme	Performance Level					PAs/ Competences	PAs/Competences Status					
	1	2	3	4	5		A					N/A
							1	2	3	4	5	

2.3 Assessment Against Ongoing Projects

Most Government Ministries/Institutions, are implementing Projects of one kind or another. For a Government Ministry/Institution to effectively undertake any project, it must have necessary competences.

Using the Matrix below, kindly indicate the ongoing projects, if any being implemented by your Ministry/Institution and assess the Performance Level achieved against each Project. In addition, indicate the Principal Accountabilities/Competences required by the Ministry/Institution to implement the Project and rate the level at which the competences are available in your Ministry/Institution.

Project	Performance Level					PAs/ Competences	PAs/Competences Status					
							A					N/A
	1	2	3	4	5		1	2	3	4	5	

2.4 Assessment Against Future Projects

Future Projects refer to programmes currently under design or those that have already been designed but whose implementation awaits formal approval. Successful implementation of such projects requires that conscious effort is made to identify and develop necessary competences.

Using the Matrix below, kindly indicate Future Projects, if any, which your Ministry/Institution intends to undertake and indicate the competences needed to effectively carry out the Projects. In addition, indicate whether or not the competences are available in your Ministry/Institution.

Project	PAs/Competences	PAs/Competences Status	
		A	**N/A**

2.5   Assessment Against Objectives in the Current Strategic Plan

All Government Ministries/Institutions are required to have five (5) year Strategic Plans outlining the Vision, Mission, Goals and Objectives and associated strategies. Effective implementation of Strategic Plans requires availability of competences.

Using the Matrix below, kindly indicate the objectives in the current Strategic Plan for your Ministry/Institution and assess the Performance Level achieved against each objective. In addition, indicate the Principal Accountabilities/Competences against each objective and rate the level at which the competences are available in your Ministry/Institution.

Objective	Performance Level					PAs/ Competences	PAs/Competences Status					
	1	**2**	**3**	**4**	**5**		A					**N/A**
							1	2	3	4	5	

2.6 Assessment Against Other Strategic Interventions

Strategic Interventions in an organization are put in place to ensure that set targets are achieved. For any Government Ministry/Institution to achieve its set targets, it must have necessary competences.

Using the Matrix below, kindly indicate other Strategic Interventions your Ministry/Institution has put in place and assess the Performance Level against each Strategic Intervention. In addition, indicate the Principal Accountabilities/Competences required by the Ministry/Institution to effectively implement the intervention and rate the level at which the identified competences are available in your Ministry/Institution.

Intervention	Performance Level					PAs/ Competences	PAs/Competences Status					
							A					N/A
	1	2	3	4	5		1	2	3	4	5	

2.7 Assessment Against Special Assignments

Government Ministries/Institutions may be assigned Special Assignments from time to time in order to help Government fulfil its obligations. For a Government Ministry/Institution to effectively carry out such Special Assignments, it must have necessary competences.

Using the Matrix below, kindly indicate the Special Assignments, if any assigned to your Ministry/Institution and assess the Performance Level against each Special Assignment. In addition, indicate the Principal Accountabilities/Competences required by the Ministry/Institution to carry out the Special Assignment and rate the level at which the identified competences are available in the Ministry/Institution.

Assignment	Performance Level					PAs/ Competences	PAs/Competences Status					
							A					N/A
	1	2	3	4	5		1	2	3	4	5	

2.8 Assessment Against Policy Requirements

All Government Ministries/Institutions have Policy Requirements that must be fulfilled in order to effectively execute their mandates. For a Government Ministry/Institution to effectively interpret and implement its Policy Requirements, it must have necessary competences.

Using the Matrix below, kindly indicate the Policy Requirements for your Ministry/Institution and assess the Performance Level against each Policy requirement. In addition, indicate the Principal Accountabilities/Competences required by the Ministry/Institution to meet the policy requirements and rate the level at which the identified competences are available in the Ministry/Institution.

Requirement	Performance Level					PAs/ Competences	PAs/Competences Status					
							A					N/A
	1	2	3	4	5		1	2	3	4	5	

2.9   Assessment Against Legal Requirements

Government Ministries/Institutions operate within the confines of a legal framework. For a Government Ministry/Institution to operate effectively within its legal framework, it must have necessary competences.

Using the Matrix below, kindly indicate the Legal Requirements of your Ministry/Institution and assess the Performance Level against each requirement.   In   addition,   indicate   the   Principal Accountabilities/Competences required by the Ministry/Institution to fulfil its legal requirements and rate the level at which the identified competences are available in the Ministry/Institution.

Requirement	Performance Level					PAs/ Competences	PAs/Competences Status					
	1	2	3	4	5		A					N/A
							1	2	3	4	5	

2.10   Assessment Against Professional Requirements

Government Ministries/Institutions are expected to populate their establishment with qualified human resources who possess minimum professional competences for the Jobs they have been employed to perform.

Using the Matrix below, kindly indicate the Professional Requirements for staff in your Ministry/Institution and assess the extent to which the requirements   are   met.   In   addition,   indicate   the   Principal Accountabilities/Competences required by the Ministry/Institution in order to meet the Professional Requirements and rate the level at which the identified competences are available in the Ministry/Institution.

Requirement	Performance Level					PAs/ Competences	PAs/Competences Status					
	1	2	3	4	5		A					N/A
							1	2	3	4	5	

2.11   Assessment Against Institutional Targets

Government Ministries/Institutions are expected to set Institutional Targets in order to function effectively and achieve their mandates.   For a Government Ministry/Institution to achieve set targets, it must have required competences.

Using the Matrix below, kindly indicate the Institutional Targets for your Ministry/Institution and assess the Performance Level against each Target.   In addition, indicate the Principal Accountabilities/Competences required by the Ministry/Institution to achieve the Targets and rate the level at which the identified competences are available in the Ministry/Institution.

Target	Performance Level					PAs/ Competences	PAs/Competences Status					
	1	2	3	4	5		A					N/A
							1	2	3	4	5	

2.12 Assessment Against Key Work Processes

Government Ministries/Institutions have core Work Processes which facilitate execution of their mandates.

Successful implementation of core work processes require availability of necessary competences.

Using the Matrix below, kindly indicate the core Work Processes for your Ministry/Institution and assess the Performance achieved against each Work Process. In addition, indicate the Principal Accountabilities/Competences required by your Ministry/Institution to undertake the Work Processes and rate the level at which the identified competences are available in the Ministry/Institution.

Work Process	Performance Level					PAs/ Competences	PAs/Competences Status					
	1	2	3	4	5		A					N/A
							1	2	3	4	5	

2.13 Assessment Against Key Services

Each Government Ministry/Institution was established to provide a range of services to either internal or external clients or both. Provision of quality services presumes availability of core competences in an organization.

Using the Matrix below, kindly indicate the Key Services your Ministry/Institution provides and assess the Performance Level against each Key Service. In addition, indicate the Principal Accountabilities/Competences required by the Ministry/Institution to provide the Key Services and rate the level at which the identified competences are available in the Ministry/Institution.

Service	Performance Level					PAs/ Competences	PAs/Competences Status					
	1	2	3	4	5		A					N/A
							1	2	3	4	5	

2.14 Assessment Against Key Products

In addition to providing services your Ministry/Institution may have been mandated to produce Public goods such as roads and schools.

Using the Matrix below, kindly indicate the Key Products your Ministry/Institution produces and assess the Performance Level against each Key Product. In addition, indicate the Principal Accountabilities/Competences required by the Ministry/Institution to produce the goods and rate the level at which the identified competences are available in the Ministry/Institution.

Product	Performance Level					PAs/ Competences	PAs/Competences Status					
	1	2	3	4	5		A					N/A
							1	2	3	4	5	

2.15 Performance Standards

Performance Standards in an organization are used as a way of measuring organizational progress and its effectiveness. For a Government Ministry/Institution to meet its performance standards, it must have necessary competences.

Using the Matrix below, kindly indicate the Performance Standard for your Ministry/Institution and assess the Performance Level against each Standard. In addition, indicate the Principal Accountabilities/Competences required by the Ministry/Institution in order to achieve the Standards and rate the level at which the identified competences are available in the Ministry/Institution.

Standard	Performance Level					PAs/ Competences	PAs/Competences Status					
	1	2	3	4	5		A					N/A
							1	2	3	4	5	

3.0 QUALIFICATION IMPROVEMENT REQUIREMENTS

Qualification Improvement Requirements are requirements needed to improve staff professional levels in an organization. For an organization to function effectively and efficiently, job holders should posses minimum qualifications for the positions they occupy.

Using the Matrix below, kindly provide the qualifications required by jobs in your Ministry/Institution and determine the extent to which the requirements are met by the existing staff in your Ministry/Institution.
Kindly fill-in the table below:

No.	Job Specification	No. of Jobs with Specification	No. Of Officers with Specification	No. of Officers Without Specification
1	PhD			
2	Masters			
3	Bachelors			

4	Diploma			
5	Certificate			
6	Grade 12/Form 5			
7	Grade 9/Form 3			
Total	-			

APPRAISER: **Signature**………………….

     Name……………………   **Position**…………………………

          Date……………………...

RATING KEY

A	=	Available
N/A	=	Not Available
PAs	=	Principal Accountabilities
1	=	Poor
2	=	Fair
3	=	Satisfactory
4	=	Good
5	=	Very Good