

Training on *Training Needs Analysis* for the Water Authority of Jordan

Many organisations spend a lot of money every year for training and professional development of their staff. Very often, the activities do not provide the expected results because the training does not meet the specific business needs of the organisation or fit the professional development needs of its staff. What can be done to solve this dilemma?

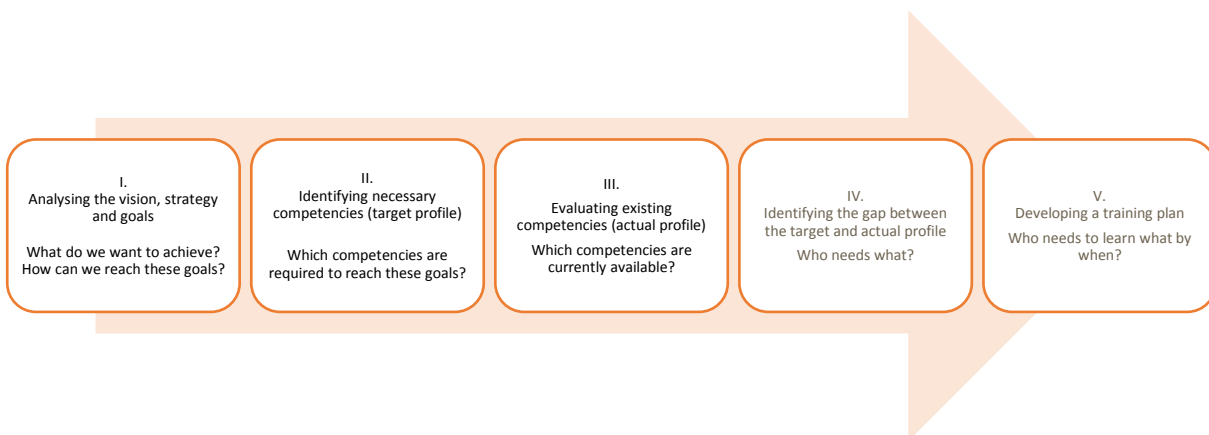
The Training Needs Analysis (TNA) is not only a basic tool for Human Resource Development, but also acts as a catalyst for the success of the whole organisation. Linking Training Needs and Human Resource Development with the organisation's strategy helps the whole organisation to reach its vision. A TNA is an instrument to identify the required or desired training. In the course of such process, the capabilities of job incumbents are identified, actual staff capabilities are assessed, and gap fillers are designed for 'what is needed now and required in the future' and 'what is available now'. In short, the process can be summarised as:

Filling the gap between 'what is needed' and 'what is available'

The first step of a TNA is the analysis of your organisation's needs, requirements, necessary competencies and performance levels for specific tasks and the comparison with the actual staff competencies.

The gained information provides the basis for the development of training offers and provides, among others, the core of any training programme.

The TNA is a systematic investigation to determine whether training needs exist within an organisation, and to clearly identify the existing gap between what is needed and what is available.



Jordan is ranked among the world's water-poorest countries, with limited water resources. The growing water deficit from one year to another and a rising population pose increasing challenges and serious threats. Therefore, the Water Authority of Jordan (WAJ) and the GIZ project "Vocational Education and Training for Jordanians and Syrian Refugees in the Water Sector" are working together in order to reduce water losses, improve water quality and energy efficiency, and safeguard long-term investments in infrastructure.

To tailor their capacity building programmes to the actual needs, the Water Authority requested a training that enables the staff to develop own processes to assess trainings needs and strengthen human resources and institutional capacity. These activities, carried out by the Authority's staff members, supported by an international expert, guarantee that the

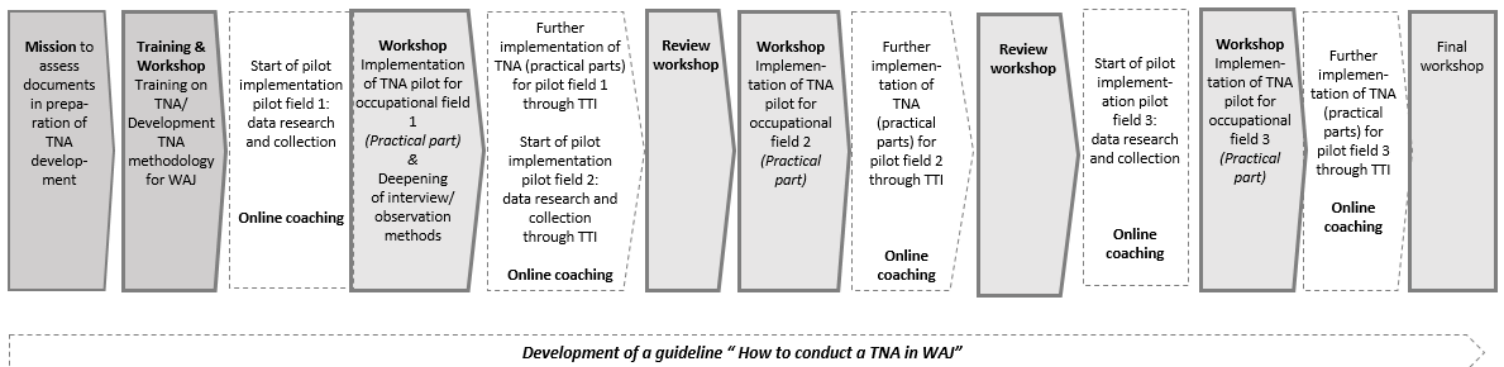
Sustainable qualification approach

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gained knowledge remains within the organisation. To ensure that the developed processes meets the requirements of all parts of their organization, an interdisciplinary team of technical and administrative departments as well as the human resources department was constituted.

Within the framework of a blended learning approach (see process visualization below) lasting several months, the team from WAJ was supported in developing a suitable process for assessing the training needs of their organization. In addition to intensive training sessions on human resources development, the qualification approach consisted of many different workshops in which process steps were defined and competence profiles, interview guidelines and evaluation templates were developed.

An important component of the further training approach were practice-relevant elements. This included the development of practical exercises to determine competencies and the development of learning situations oriented to real working processes. Therefore, three pilot TNAs (Water Network Engineer, Training Officer and Water Meter Reader) for existing functions within the Water Authority were a major part of the qualification. The developed processes and instruments have been tested, checked and optimized in practice. These pilot analyses also served the team to internalize the process steps and to conduct observations and interviews with the support of an international expert. A virtual workspace provided the platform for distance coaching and collaboration during the whole qualification process. Due to the virtual support, the WAJ team was independently responsible for the implementation of the pilot TNAs, but could always rely on the help and support of the international expert.



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To access the guideline "How to conduct a TNA", please scan the QR-code:

