Analysis of staff training needs at Xiahua Factory based on OTP mode

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Abstract: training need analysis is a primary link for modern training activities and basic premise on which training is carried out effectively. Taking scientific methods to implement training need analysis will locate training more accurately and become a basic gurantee which ensures training schemes with pertinence can be made. In the process of investigation and consultancy about enterprises, the author finds that insufficient training need analysis usually acts as a main cause for bad effect of staff training. This thesis analyzes OTP mode of staff training needs and takes Xiahua Factory as an example to add analytical methods with splendid operability, hoping to bring a clear thought to enterprise training.

I. Introduction

Staff training is an important guarantee for improvement in benefits and continuous development of enterprises and the important approach by which human resources increase their value. Staff training contains stages like training need analysis, training plan formulation and implementation and analysis of training effect. As a primary link for modern training activities, training need analysis is a key link of training process and also the premise on which following stages of training are performed and basis of implementation. Via comparative analysis, scholars Chen Jianhua and ma Jianjun find training need analysis is a key to improvement in training effect. Shi Kan from Chinese Academy of Sciences deems that scientificity of training need analysis directly decides scientific objectivity of training content, training methods and design about assessment criterion. [1]
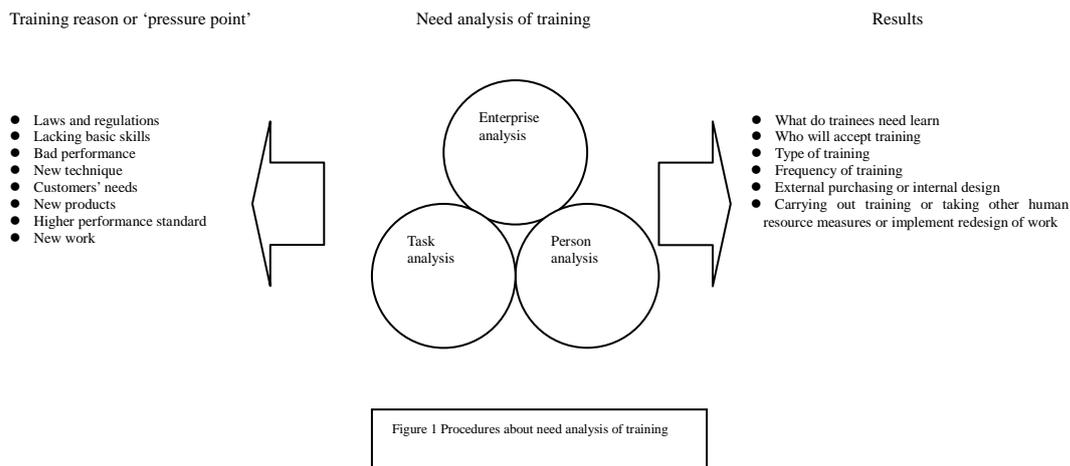
II. Overview about training need theories

Since McGehee and Thaye proposed OTP model of training need analysis in 1961 for the first time, training need analysis models like performance analysis model, training need model based on competency and foresight training need model have been developed and confirmed in theoretical research and practical development to different degree.

Appearance of **OTP training need model** enables training need analysis to have systematic concept for the first time: before training, enterprises carry out relatively systematic training need analysis from the perspectives of organization analysis, task analysis and person analysis. Later, OTP training model is widely used as a typical model. Under an unfailing performance trend, **performance analysis model** rises in response to the proper time and conditions and it combines staff training with improvement in performance closely. **Training need model based on competency** combines the three including 'personnel—post — organization' closely to train employees with a certain kind of competency. The model is quite appropriate for pre-post training of new employees (including new comers and employees who have just taken up their posts). Under cognition about current thoughts, such as 'the only changeless thing is change', strategic management and 'people-oriented', **foresight training need analysis model** is talent showing itself, which adds factors like response to environmental changes and satisfaction with employee needs. Its basic thought is that training needs must combine with enterprise development strategy, employees' needs for career development and post development needs, and enterprises must relate with future development strategy of organizations with employees' development elements to confirm training needs and try to make enterprises' staff training link accord with needs of enterprise development strategy better.

OTP training demand model, performance analysis model, training need model based on competency and foresight training need model are representative training need models at present. Performance analysis model, training need model based on competency have good pertinence and own good effect when they are applied to performance improvement and specific post competence training. However, the two models are not separated from the three-layer analysis, i.e., 'organization analysis — task analysis — personal analysis' in the process of analysis. The foresight training need model adds foresight thought, but its analysis does not break away from the three-layer analysis, i.e., 'organization analysis — task analysis — personal analysis', either. Each training need model has its use features but does not or cannot break away from the three-layer analysis, i.e., 'organization analysis — task analysis — personal analysis'. Thus, OTP training demand model held an important position in practical application of staff training need analysis in the past and such a situation will continue in a long period in future.

III. OTP training demand model

Goldstein's OTP model (Figure 1) clearly states reasons for training needs come from many 'pressure points'. When enterprises face with internal and external environment stress, such as new laws and regulations and techniques, changes in customers' requirements, they should carry out staff training at once since appearance of new techniques and new products make employees fail to be competent for a job and there are various kinds of pressure like poor work performance of employees and changes in work.

Training reason or 'pressure point'	Need analysis of training	Results
• Laws and regulations • Lacking basic skills • Bad performance • New technique • Customers' needs • New products • Higher performance standard • New work	Enterprise analysis Task analysis Person analysis	• What do trainees need learn • Who will accept training • Type of training • Frequency of training • External purchasing or internal design • Carrying out training or taking other human resource measures or implement redesign of work

Figure 1 Procedures about need analysis of training

1. Organization analysis

Organization analysis (O) investigates aspects like integral development strategy, business environment, technique, resources of organizations and atmosphere when organization are evaluated, analyzes organizations' factors, such as long-term objectives, short-term goals and business plan etc., judges knowledge and technical shortages they face with from the perspective of organizations' overall development and implement analysis of each 'pressure point' of organizations.

2. Task analysis

Task analysis (T) targets all work tasks inside organizations and obtains knowledge, skill and attitude needed by completion of these tasks from such work tasks' nature, responsibility and performance standard (description about work of organizations may be consulted) so as to confirm content of organization training at meso-level of organizations — level of tasks. Thus, it is essential to analyze tasks regularly.

3. Person analysis

Training need analysis aiming at employees is person analysis (P). Person analysis starts from employees' personal training need and completion about critical events in work. If there are difference between employees' work performance and attitude towards work and objective performance and skill and such problems can be improved after staff training, training objects and

content can be decided.

Objects of person analysis can be new comers or old staff (since new comers neither become familiar with organizational culture nor master basic work skills but may not have correct attitude towards work, it is necessary to use new employee orientation training to give comprehensive training about knowledge, skill and attitude needed by work to new comers); for old employees, it will be better if their line managers gives them training need analysis and implements specific training.

From the perspective of individual, training need analysis should start from factors like personal learning ability, skill and attitude and combine with work performance to confirm training content and methods. Here, the author consults the thought about 'classification of trained staff, which is proposed by Zhang Yiqiong from Guangzhou University, staff is divided into 8 types according three dimensionalities including 'learning ability', 'skill difference' related to work performance and attitude towards work (comprehensive cognition about work) (as shown in Figure 3). The author extends the thought of Zhang Yiqiong and thinks the following training emphasis and training strategy should be adopted for the eight types of employees.
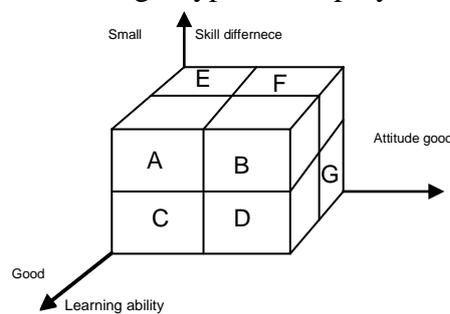

Figure 2 Classification chart about employee training

The first type of employees has good learning ability, small skill difference and poor attitude. If such employees are new comers, it is necessary to train them comprehensively, including cultivation about work value and work skill. This type of employees may become future backbones for organizational development. If they are employees who have just changed their posts, enterprises need focus on training their work skill. In case there are old employees of a certain post, enterprises may not train them or give a little training to them.

The second type of employees has good learning ability, small skill difference and good attitude. They are backbones of organizations, so enterprises should center on training them. Such employees can be cultivated as reserve cadres of organizations.

The third type of employees has good learning ability, large skill difference and bad attitude. If such employees are new comers, it is necessary to train them comprehensively, including ideology, attitude training and skill operation etc. This kind of employees has huge potential. If the are old employees, enterprises should analyze them deeply and find out whether their skill difference can be solved by training or not. If skill difference can be solved by training, it will not be appropriate to input too much to train them but pay close attention to their training effect. If training cannot solve the problem, enterprises may solve it by changing their jobs or dismissing them.

The fourth type of employees has good learning ability, large skill difference and good attitude. This kind of employees is new comers with good comprehension and splendid ability to master training content. For them, enterprises should focus on practical training about work. It will be better if simulation training or on-the-job training is adopted. Such employees can be cultivated to be future reserve cadres.

The fifth type of employees has poor learning ability, small skill difference and bad attitude. If such employees are new comers, it is necessary to train them about work value, organizational culture and organizational culture. If they are old employees, enterprises should input little into training since much talking is useless. Regardless of whether they are new comers or old employees,

training method should be one-to-one or in a small range to get better effect since such employees' learning ability is poor.

The sixth type of employees has poor learning ability, small skill difference and good attitude. Enterprises may not carry out training or give a little training. For this kind of employees, enterprises should not change their posts frequently. If enterprises need change their posts, they should choose one-to-one training or training in a small range to get better effect.

The seventh type of employees has poor learning ability, large skill difference and bad attitude. After investigation, such employees may be dismissed.

The seventh type of employees has poor learning ability, large skill difference and good attitude. If they are new comers or employees during qualifying period, who cannot satisfy organizational demands, enterprises may dismiss them when their qualifying period expires. If they are old employees, enterprises may change their post or train them about work skill. Enterprises may choose one-to-one training or training in a small range to get better effect. Meanwhile, enterprises should try to not change their posts as much as possible.

IV. Analysis of staff training needs at Xiahua Factory

Xiahua Factory, a private enterprise locating in Dongguan, Guangdong Province, devotes itself to production and marketing of small household appliances. Since it was founded in 1994, Xiahua Factory has been an original equipment manufacturer (OEM) for small household appliances of some brands. In 1996, it began to be an OEM for small household appliances of some foreign brands. In 1998, it started research and development of its self-owned brand and sold small household appliances of its self-owned brand. Up to now, rate of contribution made by self-owned brand of Xiahua Factory to profits of the enterprise has only been 19% (2013). Most profits of the enterprises come from being an original equipment manufacturer.

1. Organization analysis of staff training needs at Xiahua Factory

When training need analysis is carried out, we should investigate organizations' overall development strategy, business environment, technique and resources of enterprises first and analyze each 'pressure point' to confirm which departments, offices and employees of enterprises need accept training. In recent years, sales volume of enterprises being engaged in small household appliances in China has grown stably and consumption types and quantity of small household appliances have been improved. At the market of small household appliances, there is the situation that big brands carve up the market and are dominant parties and numerous small-scale household appliance enterprises compete with one another. According to profound analysis of consumers' demands, upgrading and transitional trend of future small household appliance industry will focus on four directions including product fashion-orientation, intelligentization, energy conservation and environmental protection and professional use[2]. Since 2009, Xiahua Factory has started at its growth and development stage with stable development and steady growth of business profit ratio. In 2011, the factor formulated its direction — 'promoting production and marketing of the enterprise's self-owned brand energetically' and the enterprise's development strategy changed. At the end of 2013, most of its profits came from being an original equipment manufacturer and rate of contribution made by self-owned brand of Xiahua Factory to profits of the enterprise was only 19%.

According to analysis of organizational development and external environment, it is found that the market of small household appliances has fierce competition and product quality tends to be stable. As Xiahua Factory plans to develop its own brand, key point and emphasis of its operation should be 'innovation' and 'extension'.

2. Task analysis

Task analysis (T) targets all work tasks inside organizations and confirms the lowest standard required by a post for employees if they take up the post by analyzing work task of each post, the standard that each work task should reach as well as knowledge, skill and attitude needed by completion of these tasks, which aims at making employees who will take up the post reach the standard. Objects of task analysis may be new comers or old employees. Since Xiahua Factory

mainly produced OEM products previously, technicians' responsibilities primarily involve the following aspects: being familiar with requirements of Europe, America and China for safety standard of small household appliances, tacking monitoring and communicating with production personnel sufficiently to product qualified products; studying and taking care of customers' original blueprint (customization or manufacturing consignment); being responsible for formulation and revision of cost quota, standard labor time and standard material use specifically; taking charge of making operating rules and inspection (including sample manufacturing) and tasks like designing, improving, simplifying, planning and implementing front-line workers' operating methods.

3. Person analysis

After surveys and analysis on questionnaires about training needs of all technicians of Xiahua Factor one by one, human resource department and technical development department jointly make the following training plans: training technicians of the technical development department and manufacturing shops together and adopting class-grouping and hierarchical teaching for all technicians. Conclusions had better be listed separated. In detail, 'basic' training is applied to 15 technicians who spend 7 days in learning courses like machine design, plastic molding and processing and mould. One week later, assessment is given, which requires that technicians' performance in comprehensive examinations should exceed 70 points. Meanwhile, 'improvement' training is applied to 20 technicians who spend 8 days in learning courses including machine design, testing technology, plastic molding and processing and mould; it will be better if learning content appearing here is corresponding to task analysis. Similarly, assessment is given to such technicians one week later and it is required that such technicians' performance in comprehensive examinations should exceed 80 points. Besides, 5-day 'testing technique' special course is offered to another 12 technicians and an examination is given one week later. It is required that their performance in a single subject test should exceed 85 points. Changes in behaviors and results, which are caused by training, can be obtained only when enterprises carry out long-term tracking analysis, so we cannot analyze the two training effects.

V. Conclusion

With the help of OTP mode, staff training analysis is implemented in three aspects including enterprise, task and person, which can choose departments, offices and employees that need training with pertinence accurately and select training methods and content more reasonably. For enterprises, they can focus on a main link and train departments and employees appropriately. Why not do this?

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