



Training Needs & Competency Needs Analysis

Learning Nugget

07 December 2022

IMPORTANT INFORMATION FOR ONLINE SESSIONS



Please **mute your microphone** when the expert is presenting.



Turn off **the camera** except when you are speaking.



Use the **chat function** if you have questions or want to comment on something in between.



Don't be shy and take the opportunity to discuss with us in the open discussion sessions!

THE CONCEPT OF OUR LEARNING NUGGETS



Welcome & Introduction

5 min



Informative Session

20 min



Survey & Discussion

10 min



Informative Session

20 min



Q & A – Closure

5 min



1 hour



English



YOUR SPEAKER TODAY

DOREEN CHRISTMANN



Top-Projects

- **Sub-Project Manager:** Development of qualification concept for the HSR Line 1 – Greenline in Egypt
Egypt
- **Project Manager:** Development of a national and sector-wide qualification system for the Egyptian transport sector
Egypt
- **Project Manager:** Design and implementation of a competence management system and associated competence profiles for the Saudi Arabia Railways
Saudi Arabia
- **Fachexperte:** Determination and competence analysis of selected executives in the context of the reorganization of the safety/quality/environment division of the passenger transport of SBB
Switzerland
- **Project Manager:** Market study to identify training and further education needs in selected African countries
Germany
- **Project Manager:** Development and management of the first certified further training program for managers in the Brazilian railroad sector
Brasil

SCHEDULE



- 1. What? Definition**
- 2. Why? Targets & Benefits**
- 3. When? Occasions**
- 3. How? Methodology & Instruments**

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TRAINING NEEDS & COMPETENCY ANALYSIS

THE DEFINITION



Training Needs & Competency Analysis (TNCA) is a systematic method based on DIN33430 for identifying current and future professional requirements in technology, business, society and within the organization. The aim is to identify and define the status of existing aptitude characteristics (qualifications, competencies, potential) for the required performance. The result of the TNCA is the basis for targeted individual support and for comprehensive architectures for workforce development.

Professional Requirements



Status Quo



Gap



Targeted
Development

TRAINING NEEDS & COMPETENCY ANALYSIS



REASONS FOR

All Railway Companies worldwide have one thing in common: providing high quality, reliable and safe transportation services. But if clients are experiencing delays in operation or in worst cases accidents, this gives indication of **workforce performance lacks**. As people are the heart of Railway Operation, **inadequate qualification** results not only in operational losses, delays and accidents but also in high turnover rates and low employee retentions.

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**PERFORMANCE
LACKS IN
OPERATION**



**LACK OF
DEVELOPMENT
OPPORTUNITIES**



**INTRANSPARENCY
OF SKILL LEVEL**



**HIGH
TURNOVER
RATES**



**LOW
EMPLOYEE
RETENTION**

TRAINING NEEDS & COMPETENCY ANALYSIS

BENEFITS



Predict the requirements for your workforce



**STRATEGIC WORKFORCE
MANAGEMENT**

Getting independent & manage it yourself



**STRUCTURED
MANAGEMENT SYSTEM**

Optimizing the costs & increase performance



OPTIMIZATION

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TRAINING NEEDS & COMPETENCY ANALYSIS

OCCASIONS



JOB PROFILES



ORGANIZATION



MARKETS

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TRAINING NEEDS & COMPETENCY ANALYSIS

OCCASIONS – JOB PROFILES



JOB PROFILES

Type

Micro-Analysis

Level

Individual Job Profiles

Result

Job specific Training Plan

TRAINING NEEDS & COMPETENCY ANALYSIS

OCCASIONS - ORGANIZATIONS



ORGANIZATIONS

Type

Macro-Analysis

Level

Department & Business Units

Result

Training Matrix & Architecture

TRAINING NEEDS & COMPETENCY ANALYSIS

OCCASIONS - MARKETS



MARKETS

Type

Mega-Analysis

Level

Sectors, States & Countries

Result

Qualification System

TRAINING NEEDS & COMPETENCY ANALYSIS



Phases – #1 Status Quo

Status Quo



Interviews



- Expert Groups
- Stakeholders
- Position Holders & Interfaces
- Clients' Feedbacks

Documents



- Job Descriptions
- Performance Reviews
- Competency Profiles
- Strategic Plans, Goals, Objectives, KPIs
- External Market, Trends

Online Questionnaires



- Position Holders
- Interfacing & related Position Holders

Site visits & Observations



- Operation Facilities (e.g., OCC)
- Track & Construction Sites
- Maintenance Workshops
- Tasks & Daily Business

Critical Incident Interviews



- Unexpected Events
- Team Challenge
- Communication & Solution Finding

Assessment Center & Self-Assessments



- Position Holders & Teams
- Cross- & Multi-Functional

TRAINING NEEDS & COMPETENCY ANALYSIS

PHASES – #2 BENCHMARKING & TARGETING



Status Quo



Benchmarking & Targeting



Divisions of the Department:
 PUBLIC TRANSPORT
 COMMERCIAL AND INTER-CITY TRANSPORT
 OPERATION CONTROL CENTRE

SUBJECT AREA	KNOWLEDGE, SKILL & UNDERSTANDING		
	FOUNDATION	LEVEL OF SPECIALISATION	
		MANAGING	STRATEGIC
Operational Control Centre	<ul style="list-style-type: none"> Overview of department structure Roles and responsibilities Goals and objectives Key projects Services provided Key terminologies KPI measures Data systems Introduction into the functional aspects of the OCC and modes of transport covered Scope and size of operation Level of technology associated with the operation 	<ul style="list-style-type: none"> Internal policies and procedures for bus operations and monitoring Bus schedules, routes and timetables INIT functionality ADDA system AVM system Knowledge of the functionality of the equipment in the Control Centre Knowledge of what to do in the event of system failure Knowledge of emergency plans and procedures to be followed Knowledge of the internal escalation 	<ul style="list-style-type: none"> Analysis and problem-solving methods to identify root cause of traffic disruption and service failure Technical reporting to detail findings of investigation and to list recommendations Incidents, service failures and emergencies Best practice knowledge of technology and innovation in OCC operations within the transport sector Business Continuity Planning 'Big' Data analytics

AREA OF TRAINING NEED

LEVEL OF DEPTH DEPENDING ON JOB ROLE

TRAINING NEEDS & COMPETENCY ANALYSIS

PHASES – #3 GAP-ANALYSIS



Status Quo



Gap-Analysis

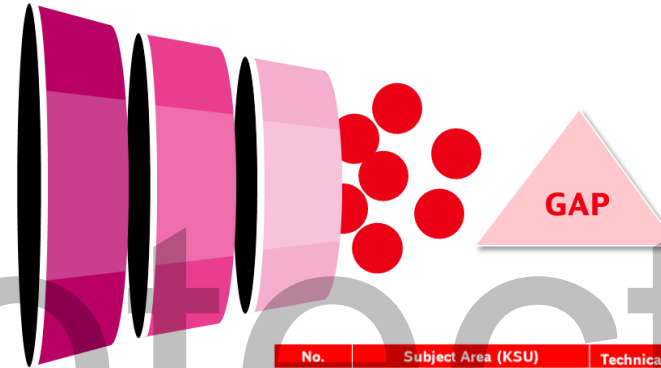


Benchmarking & Targeting



1.2 STATUS QUO >>>

1.1 TARGET & BENCHMARKING >>>



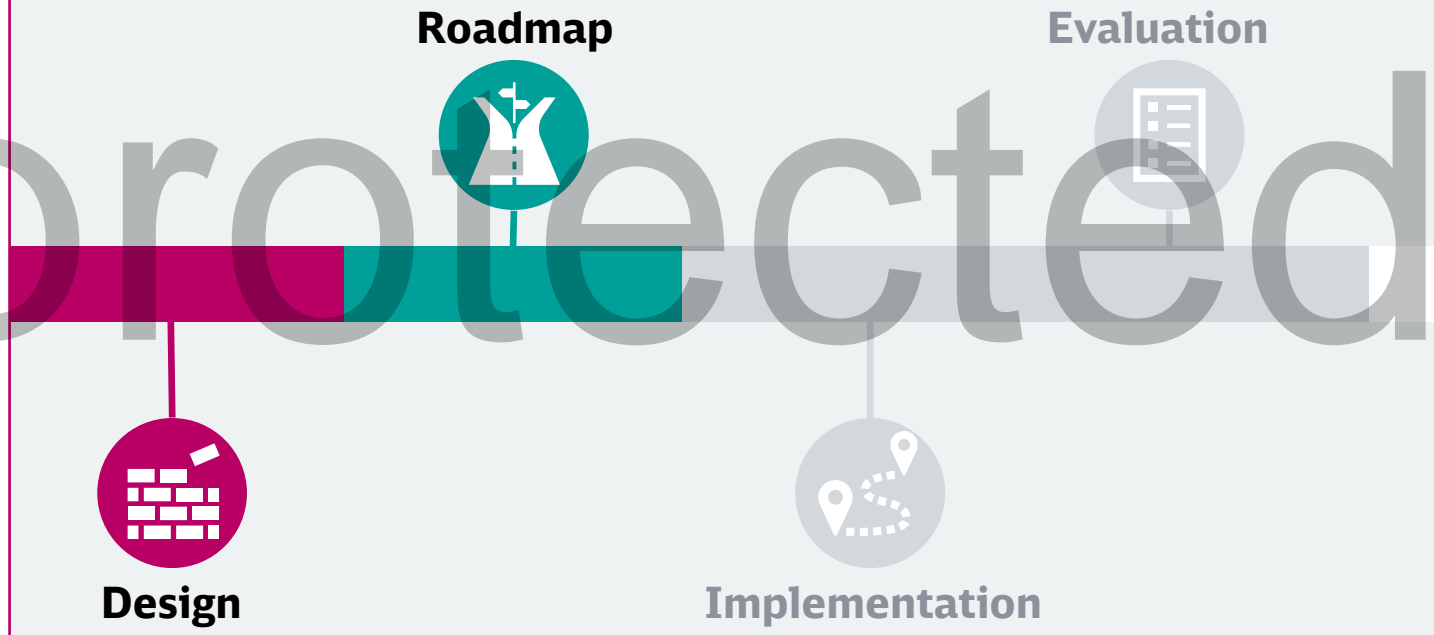
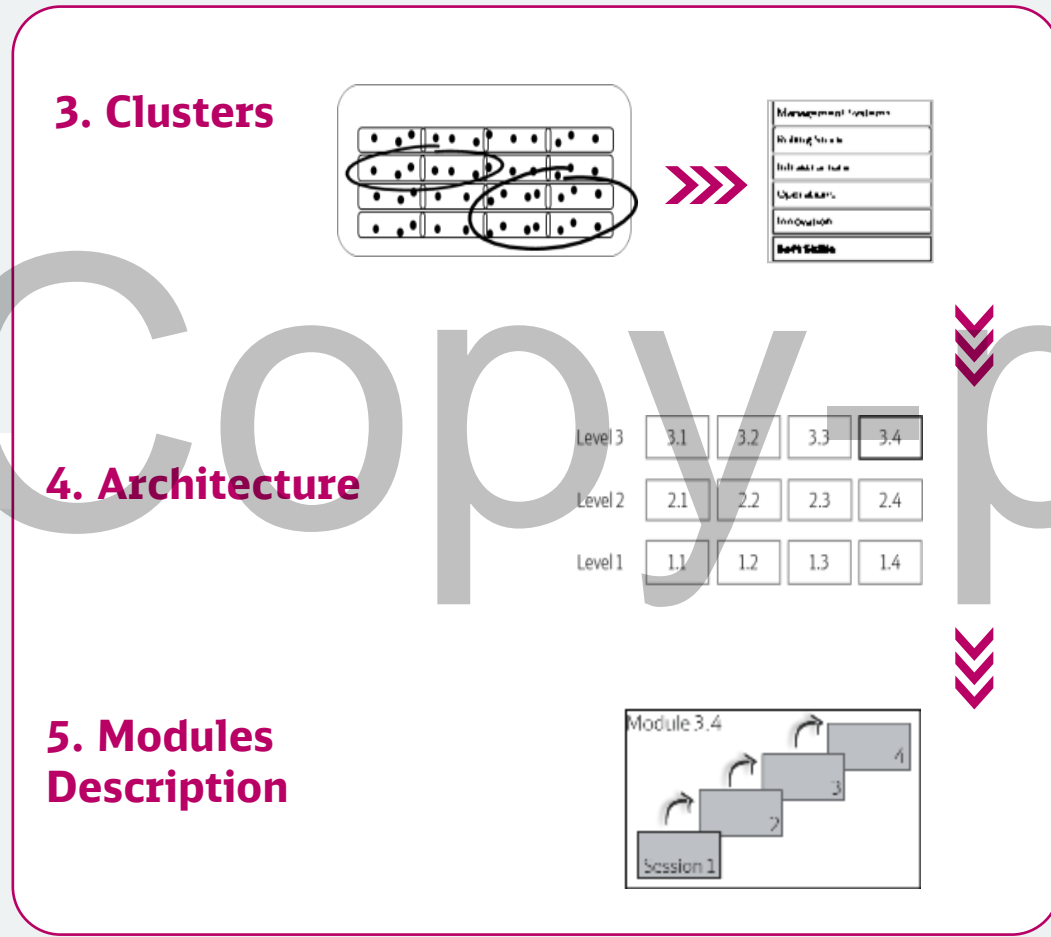
No.	Subject Area (KSU)	Technical Rating	Importance Rating	TNA Rating (1 to 5)
1	Asset Management	High	High	3
2	Contract Management	High	High	3
3	Risk Management	High	High	3
4	Performance Improvement	High	High	3
5	Innovation and Technology	High	High	3
6	Inspection Skills	Medium	Low	2
7	Project Management	Med	High	4
8	Big 'Data' Analytics	High	High	2
9	Graduate Training Scheme	Low	High	2
10	Passenger Transport Services	Low	High	4
11	Network Planning and Development	High	High	3
12	Resource Planning	High	High	3

Subject Area KSU	Technical Rating	Importance Rating	TNA Rating 1 to 5	
Contract Management	High	High	3	<p>There is a training need to provide training to staff who became aware of the services they are providing. It is important to inform them that it is the strategy of the RTA to improve contractor performance and all special management grades and special contractor performance and all monitor compliance with service will require knowledge and understanding of the current procedures as well as competent certification, performance monitoring and reporting. The RTA will build a relationship with the 3rd party from the relationship is also a result of the RTA's strategy.</p> <p>At a strategic level the need is to provide training in the full life cycle of the technical subject matter: assessment; Business Risk; the technical assessment of bid proposals; contractor negotiations and selection; and finally contract award and mobilization.</p> <p>Managing contractor performance is a theme that is raised by many departments in the PTA and with 80% of maintenance services already outsourced, the Maintenance and Services function is a prime example of the RTA's strategy to separate regulation and operation.</p>

TRAINING NEEDS & COMPETENCY ANALYSIS



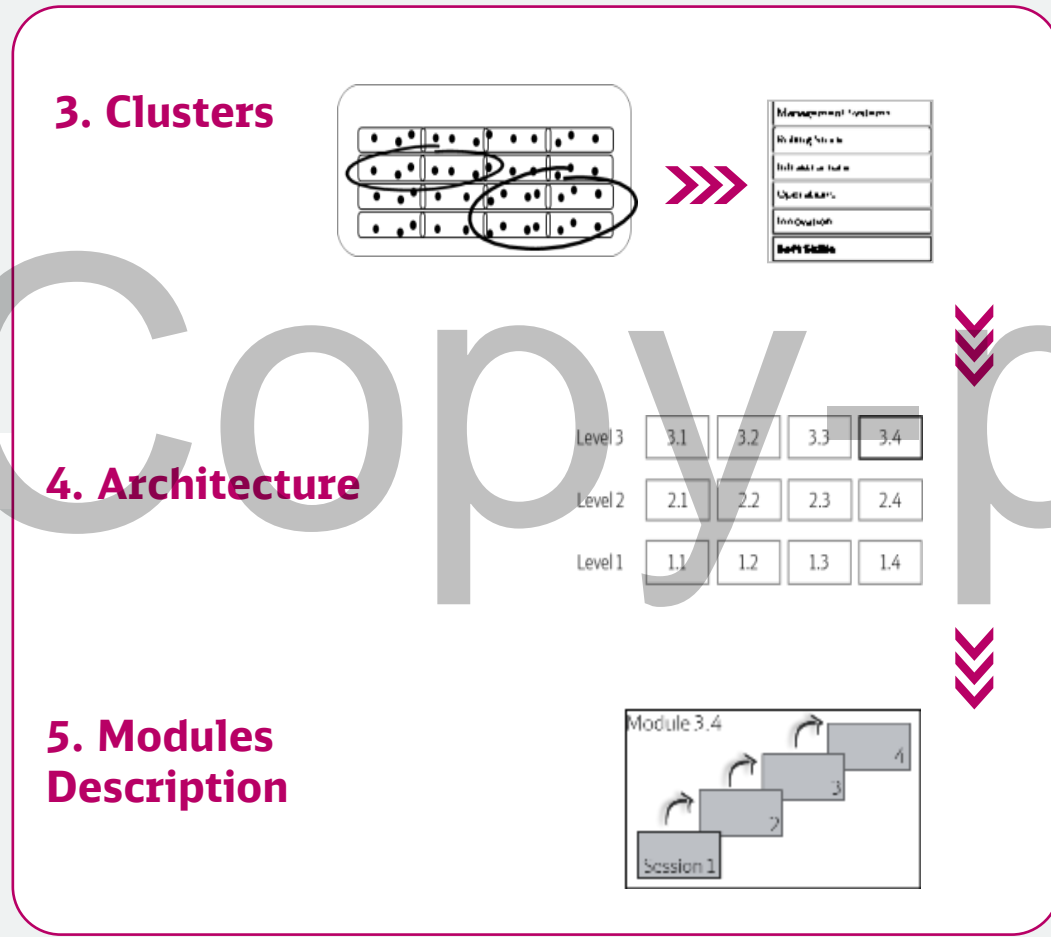
PHASES – #4 & #5 DESIGN & ROADMAP



TRAINING NEEDS & COMPETENCY ANALYSIS



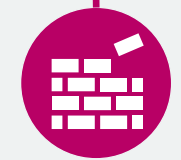
PHASES – #4 & #5 DESIGN & ROADMAP



Management Systems
Design/Analysis
Implementation
Operations
Innovation
Soft Skills

Roadmap

Evaluation



Design



Implementation

QUESTIONS?



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OUR NEXT SESSIONS



- | | | |
|---|--|--------------|
| 1 | Training Needs & Competency Analysis | 07.12.2022 ✓ |
| 2 | Competency & Performance Management | 13.12.2022 |
| 3 | Succession Planning | 04.01.2023 |
| 4 | Systemic & Executive Coaching | 11.01.2023 |
| 5 | Vocational Training | 18.01.2023 |
| 6 | Establishment & Management of Rail Academies | 25.01.2023 |
| 7 | Management Assessment | 01.02.2023 |

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**THANK YOU
SO MUCH**