**FEDERAL REPUBLIC OF NIGERIA**

**INDUSTRIAL TRAINING FUND**

{{area\_office}} **AREA OFFICE**

**REPORT ON NEEDS ASSESSMENT SURVEY**

**FOR**

{{client\_org}}

**PREPARED BY:**

**ITF TNA Officers**

**in collaboration with The Management and Staff of**

{{client\_org}}**,**{{client\_org\_loc}}**.**

**{{date}}**

**NEEDS ASSESSMENT REPORT CARRIED OUT AT {{client\_org}},{{client\_org\_loc}}**

## ***1.0 INTRODUCTION***

### **1.1 BACKGROUND**

{{client\_background}}

The Establishment's customer-focused standards and values includes:

{{client\_values}}

### **1.2 LOCATION**

The Company is located at {{client\_loc}}.

### **1.3 STAFF STRENGTH**

The total staff strength of the Company stands at {{staff\_strength}} Employees

### **1.4 OPERATION HOURS**

{{operating\_hours}}

### **1.5 PRODUCT AND SERVICE**

{{client\_prod\_serv}}

**1.6 ORGANIZATIONAL STRUCTURE**

Chief Executive Officer

VP Technical

Program &

Coordination

Company

Security &

Legal Advisor

Internal Audit

Control

VP Technical

Program &

Coordination

Safety

Manager

VP Quality

Assurance

Quality

Assurance

Manager -

Ground Ops

Quality

Assurance

Manager -

Flight Ops

Chief

Inspector

Quality

Assurance

Manager -

Technical

VP Security

AVP

Technical

Director of Flight

Ops / SVP

Ops

SVP

Commercial

Head of Finance/

Chief Financial

Officer

VP Global

Sales &

Distributions

Head of

Training

VP Ground

Operations

AVP OCC

Chief Pilot

VP Marketing,

Customer

Loyalty &

CRM

VP Revenue

Management &

Pricing

VP Schedules

& Network

Planning

VP Human

Resources

VP

IT &

Procurement

VP

Treasury

VP

Finance

VP

Administration

AVP

Cabin Services

Fig 1: Organizational Structure

## ***2.0 OBJECTIVES OF THE TRAINING NEEDS ASSESSMENT***

* Identify the Vision and Mission of the Organisation
* Establish the existence of a Job Specification Document.
* Establish Role Definition of Job Holder.
* Identify the Performance Standard for Job Holder.
* Assess the Actual Performance of a Job Holder.
* Determine existence of Job Holder Performance Gap.
* Identify areas of Operations that require improvement.
* Identify Priority Area of Training.
* Establish the regularity of Training in the Organisation.
* Recommend appropriate strategies for performance improvement.
* Identify Safety Challenges

**3.0 SCOPE STUDY**

The Survey was conducted for some selected departments and units within the Establishment based on the interest of the management in these departments.

**4.0 METHODOLOGY**

The methodology used in carrying out this Survey includes Observation, Interviews/Discussions and Questionnaires.

### **4.1 STUDY DESIGN**

The following methods were used to carry out the TNA:

* Observation,
* Interviews/Discussion and
* Questionnaires

### **4.2 POPULATION, SAMPLE AND SAMPLING TECHNIQUE**

Due to the nominal roll and the selection of departments of interest, our sample size comprises of some of the staff working in the selected departments of the Establishment comprising of the following:

{{sample\_dept}}

### **4.3 SOURCES OF DATA**

The major source of data collection was both primary and secondary method i.e. observation, interview, use of questionnaires and some board policy documents to retrieve information needed for the TNA.

### **4.4 METHOD OF DATA ANALYSIS**

Based on set objectives, qualitative and quantitative method of data analysis was applied. The former were coded and converted to the later to aid the analysis.

***5.0. DATA ANALYSIS AND PRESENTATION OF RESULT***

### **VISION AND MISSION STATEMENT OF THE ORGANIZATION**

No vision and mission statement:

From the survey carried out, it was deduced that the Organization has neither a vision nor mission statement.

Only vision statement:

From the survey carried out, it was deduced that the Organization has only a vision statement.

Only mission statement:

From the survey carried out, it was deduced that the Organization has only a mission statement.

Both vision and mission statements:

From the survey carried out, it was deduced that the Organization has both vision and mission statements.

5.1.1 Vision Statement

{{client\_vision}}

5.1.2 Mission Statement

{{client\_mission}}

* 1. **ROLE DEFINITION FOR JOB HOLDERS AND EXISTENCE OF JOB SPECIFICATION DOCUMENT**

As observed in Table 1, the human resources officers agreed that the Organization adequately defines roles to job holders. Also, Table 2 reveals that Job specification document exist in the Organization and that this document accurately describe the tasks of all Job Holders most times.

Table 1: Role Definition

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Variables | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | yes | 2 | 100.0 | 100.0 | 100.0 |

Table 2: Jobs Specification Documentation

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Variables | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | No | 2 | 100 | 100 | 100 |
| Total | 2 | 100 | 100 |  |

* 1. **TARGET ACHIEVEMENT**

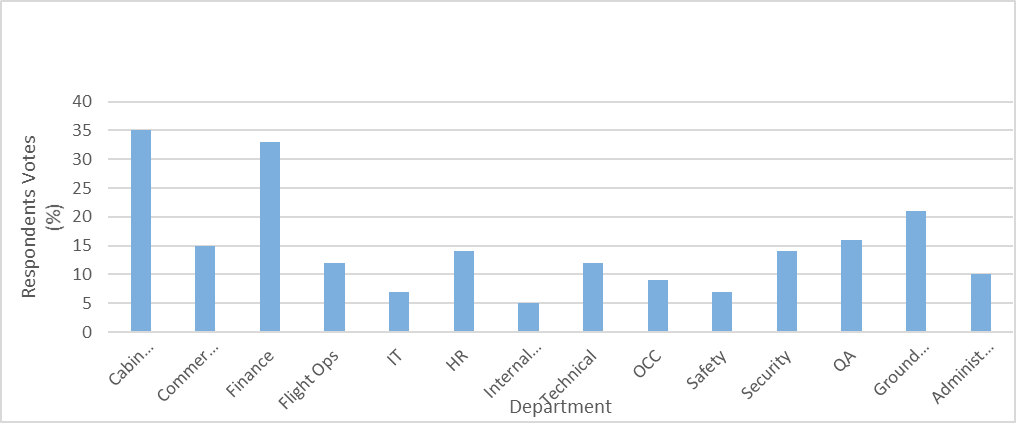
Human Resources personnel opined that targets are set in the Organization and that these targets are met at an overall percentage of less than 60% in the Organization as observed in table 3. The respondents also agreed that there are challenges in meeting set targets.

Table 3: Target Achievement

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Variables | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 60% & Above | 0 | 0 | 0 | 0 |
| Below 60% | 2 | 100 | 100 | 100 |
| Valid | 2 | 100 | 100 | 100 |

**5.4 DEPARTMENTAL PERFORMANCE**

The performances of departments were rated by respondents. Figure 1 depicts the opinion of respondents.

Fig. 2: Departmental Performance

**5.5 JOB PROCEDURE AND AREA(S) OF IMPROVEMENT**

The Survey identified various task elements that are involved in Job holders’ day-to-day activities. The respondents’ answer aided the survey in identifying and recommending appropriate skill and performance gap issues as summarized for individual departments in table 4 – 18.

* + 1. Department: **Administration**

Table 4: Job Procedure and Area(s) of Improvementfor Administration department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| **1** | Facilities Maintenance | 1. Cost Reduction 2. Minimal Downtime 3. To meet targets | 1. Facilities Management Skills workshop 2. Maintenance Workshop |  |
| **2** | Administrative Bureaucracy | Prompt Resolution of Complaints | 1. Best practices complaint workshop for internal customers | 1.Simplified Approval Processes |
| **3** | External Interference | Discipline |  |  |
| **4** | Training | 1. To improve service delivery and meeting of set target 2. Cost reduction | 1. Training Needs Assessment Workshop |  |
| **5** | Account Reconciliation | For appropriate account & book keeping | 1. Workshop on Microsoft Excel  2. Accounting Course for non-accountants |  |
| **6** | Provision of Amenities | For effective service delivery and customer satisfaction |  | Provision of the following at the necessary spot :   1. Magazines & Newspaper 2. Phone for easier communication 3. Water dispenser for guests 4. Computer to take daily logs |

* + 1. Department: **Human Resources**

Table 5: Job Procedure and Area(s) of Improvementfor Human Resource department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| **1** | Administrative Bureaucracy & Promptness in the dissemination of Information | 1. To reduce downtime in reacting to issues 2. To meet targets | 1. Administrative Skills workshop | 1. Simplified Approval Processes   1. Creating a seamless communication process to keep HR informed on emanating issues |
| **2** | Appropriate Conduct of Training Needs Assessment | Prompt Resolution of Complaints | 1. Training Needs Assessment Workshop |  |
| **3** | Training Delivery | * 1. To improve service delivery and improve organizational overall performance   2. For effective delivery of in-house training for staff | 1. Instructional Techniques Workshop  2. Train-the-Trainer Workshop |  |
| **4** | Record Keeping | So that the records of an organization can be ascertained at any point in time | 1. Microsoft Excel Workshop  2.Electronic Record Keeping and Archiving  3. Sage Training |  |
| **5** | Office Management | For adequate office administration | 1. Office Technology Management Workshop |  |
| **6** | Customer Service | For effective service delivery and customer satisfaction | 1. Beyond Excellent Customer Service delivery Workshop  2. Interpersonal relationship and effective communication |  |

* + 1. Department: **Technical**

Table 6: Job Procedure and Area(s) of Improvementfor Technical department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| **1** | Information Technology Issues | To avoid delays associated with servers and other IT related devices | 1. Information Technology workshop | There is need for the IT department to prioritize escalations as it concerns servers. |
| **2** | Inadequate Training & Re-training | To ensure that staff of the department are informed and refreshed | 1. External Training for planning Engineers on OASES 2. Bombardier Q400 Type course 3. Engine shop training 4. System Course on all fleets 5. Air-worthiness courses 6. Aviation Regulation Courses 7. airline Technical Records training 8. Maintenance & Aircraft Reliability 9. Aircraft System course **on all fleets** |  |
| **3** | Relationship with Customs & Other Governmental agencies | To strengthen the relationship with governmental agencies to further smoothen work process |  | Constant engagement with governmental agencies |
| **4** | Maintenance Techniques | To increase scheduled/preventive maintenance to minimize downtime | 1. Maintenance Supervisors course 2. Plant & Equipment maintenance workshop 3. Mechanical maintenance course |  |
| **5** | On-time payment to suppliers | To maintain integrity with suppliers so as to ensure non-delay in supply before payment is made |  | Concerned departments should endeavour to be proactive so that supplies can be made to fast track maintenance to minimize downtime. |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| **6** | Lack of skilled Personnel / Understaffing | To fit skilled personnel in technically sensitive positions |  | Recruitment should be need-based and by merit |
| **7** | Network delay from Custom | To avoid delays leading to non-performance |  | Creating alternative route of transaction |
| **8** | Lack of Spare Parts | To ensure that Arik's fleet of aircrafts are air-worthy |  | Provision of more spare parts |
| **9** | Inadequate /Obsolete Tools | To attend to faults in real time so as to ensure minimal down-time |  | Provision of adequate tools to work with upon request |
| **10** | Non-upward Review of Remuneration and Motivation | For motivation and increased efficiency |  | Staff Appraisal should be encouraged and upward review of remuneration periodically |
| **11** | Administration & Office Management | For effective administration of the department |  |  |
| **12** | Report Writing | To write acceptable reports with templates | 1. Workshop on Microsoft Excel  2. Technical Report writing techniques |  |
| **13** | Tooling & Task Card |  |  |  |
| **14** | Soft Skills Training |  | 1. Attitudinal / Interpersonal Skills  2. Problem Solving & Decision Making Course  3. Team Work and Interpersonal Relationship Skills |  |

* + 1. Department: **Information Technology**

Table 7: Job Procedure and Area(s) of Improvementfor Information Technology department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| 1. | Insufficient and unskilled Manpower | 1. So that there will be sufficient manpower on the job to handle support request.  2. For tasks that requires expertise to be handled as such | 1. Time Management Workshop  2. Stress Management Workshop | Recruitment of staff based on merit and need based |
| 2. | Non-Standardized Remuneration | So that staff can be highly motivated |  | Timely payment of remuneration and upward review of same as staff grows on the job |
| 3. | End Users Lack of basic I.T Knowledge | 1. So that users can handle issues that require lesser expertise and cease to escalate issues unnecessarily | 1.Information Technology Workshop  2. Basic Computer Courses for **End users**  3. Computer Maintenance Workshop | All staff especially computer end users deployed to other departments should be trained on basic computer maintenance courses |
| 4. | Lack / Obsolete Tools to work with | In order for escalations to be handled adequately, timely and appropriately |  | Provision of adequate and appropriate tools |
| 5. | Lack /Inadequate important Training | So as to enable IT staff to be abreast of latest technologies and attend to end users with modern solution/techniques | 1. Microsoft Certified System Administrator  2.ITIL Trainings  3.SQL  4.Share Server Training  5.Windows Server Trainings |  |
| 6. | Mobile Support Tracking | For increased and efficient IT support |  | Provision of Mobile App to management support ticket management |
| 7. | Out of Jurisdiction Support | So that sensitive tasks can be handled more appropriately with lesser safety issues and more efficiently. |  | Recruit of staff that can appropriately manage electrical appliances other than computing devices |

* + 1. Department: **Operation Control Centre**

Table 8: Job Procedure and Area(s) of Improvementfor Operation Control Centre department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| 1. | Software for roistering & tracking | To ensure safe and legal operations and ability to deal with unforeseen challenges without disruptions of services | On Job Software Training |  |
| 2. | Monitoring & controlling crew rosters within short periods | Crew rostering and crew control officers need to be trained on crew crane and basic and Advanced Dispatch Course |  |
| 3. | Internet Connection |  | Internet connection needs to be decentralized and if centralized, priority should be made in certain departments such as the OCC |
| 4. | Operational Performance Reports | 1. Operational Management Training  2. Aeronautical Information  2. Reporting Systems HITIT crane  3. Microsoft Office Excel Training  4. Data Analysis Workshop  5. Crew Control  6. Dangerous Goods Regulation Training  7. Ground Instructor recurrent training |  |
| 5. | Weather observation | 1.Aviation Management Training |  |
| 6. | Flight Monitoring | 1. Charts and Navigation Workshop  2. ACARS & Crane Flight monitoring systems  3. Set Planner Flight Planning Systems  4. Human Relations/Communication & Management Skills | Upgrade of flight radar24 |
| 7. | Remuneration/Commendation | For improved motivation |  | Upward review of Licensed Personnel’s salary to industry standard |
| 8. | Internet Connectivity | For unfettered online access to clients |  | Internet Connectivity should be greatly improved |

* + 1. Department: **Security**

Table 9: Job Procedure and Area(s) of Improvementfor Security department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| 1. | Poor Manpower | To ensure adequate monitoring on all bits |  | Provision of sufficient security operatives |
| 2. | Absence of transportation | To aid the punctuality of security staff |  | Provision of Transport facilities for staff |
| 3. | Lack of Adequate Security Tools | Improves performance & Productivity |  | Provision of relevant & modern tools |
| 4. | Lack of Incentives & Poor Salary structure | Demotivation |  | Improvement in staff welfare package |
| 5. | Use of camera | Prevents acts of unlawful interference | CCTV Operation Training |  |
| 6. | Training | To sensitize security operative on modern security trends | Training on:  1.Cybersecurity  2. Bomb threat  3. Security Management  4. CCTV Operation Training   1. Investigative Security 2. AVSEC 1, 2 3. Profiling 4. Report Writing Skills workshop |  |

* + 1. Department: **Finance**

Table 10: Job Procedure and Area(s) of Improvementfor Finance department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| 1. | Purchasing & Supply | For effective negotiation with vendors | 1. Use of Sage-50 Accounting Software  2. Advance Microsoft Excel |  |
| 2. | Response time | So as to meet up demands | 1. Internal Financial Auditor  2. Performance Evaluation |  |
| 3. | Presentation skills | For management report presentation skills | 1. Advance Microsoft Excel  2. Multimedia Presentation Skills using MS PowerPoint  3. Effective Report writing skills |  |
| 4. | Technical Transaction and contact | To be informed on the technical nature of the job so as to understand the overall nature of the job |  | Need for inter-departmental briefing and orientation |
| 5. | Remuneration/Motivation | To encourage staff productivity |  | Staff Appraisal should be encouraged and Periodic upward review of remuneration and improved staff welfare package |
| 6. | Training | To orientate staff on trending /evolving techniques as regards the job for efficient output | 1. Forensic Auditing  2. Revenue Accounting & Control  3. Financial Modeling  4. Accounting Software (Sage-50) |  |

* + 1. Department: **Commercial**

Table 11: Job Procedure and Area(s) of Improvementfor Commercial department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| 1. | Remita Challenges | For unrestrained financial transactions requiring the REMITA platform |  | Internet access should be prioritized for the remita purpose |
| 2. | Training |  | 1. Social Media & Digital Marketing Techniques  2. Digital Graphics  3. Presentation Skills  4. Report Writing Skills  5. Key Account Management Training  6. Train-the-Trainer  7. Management & Leadership Training  8. Airline Customer Service Training  9. Effective Communication & Customer Experience Management |  |
| 3. | Remuneration/Motivation | To encourage staff productivity |  | Periodic upward review of remuneration and improved staff welfare package |
| 4. | Data Management & Interpretation | For effective and appropriate management of data | Advanced Microsoft Excel Training |  |
| 5. | Standard Reporting & Yearly Report | To prepare comprehensive report that conforms with industry standard | 1. Revenue Management & Reporting 2. Effective Report Writing Skills |  |
| 6. | Process Automation | To smoothen and fast track work processes |  |  |

* + 1. Department: **Transport**

Table 12: Job Procedure and Area(s) of Improvementfor Transport department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| 1. | Increment in salary /Motivation | To boost / motivate staff performance |  |  |
| 2. | Promptness in vehicular repair | For easy and promptness |  |  |
| 3. | Training |  | 1.Defensive Driving Workshop  2. Driver Mechanic Workshop  3. Route Management |  |

* + 1. Department: **Health & Safety**

Table 13: Job Procedure and Area(s) of Improvementfor Health & Safety department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| 1. | Auditing |  | Lead Auditor Course |  |
| 2. | Advanced First Aid |  | ISO 45001: 2018 Occupational Health & Safety | Exposure to other organizations for a broader perspective |
| 3. | SMS delivery |  | SMS Train-the-Trainer |  |

* + 1. Department: **Quality Assurance**

Table 14: Job Procedure and Area(s) of Improvementfor Quality Assurance department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| 1. | Manpower | For more efficient service delivery & higher productivity |  | Improved manpower involvement |
| 2. | Spot Checks |  |  |  |
| 3. | Auditing & Inspection |  |  |  |
| 4. | Mandatory Observation Planning & Analysis |  |  |  |
| 5. | Insufficient Training |  | Operation Safety Audit |  |

* + 1. Department: **Ground Operations**

Table 15: Job Procedure and Area(s) of Improvementfor Ground Operations department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| 1. | Training | To enhance job efficiency and also improve competencies in areas of Staff job schedule | 1. Dangerous Good Course  2. Customer Relationship  3. Safety Management System  4. Passenger ground service training  5. Load control training  6. Internal Customer Services  7. Managerial Training |  |

* + 1. Department: **Flight Operations**

Table 16: Job Procedure and Area(s) of Improvementfor Flight Operations department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| 1. | Motivation/Remuneration | It will enhance Staff Loyalty, Performance and Commitment to the organization |  | This is at the discretion of the Management of Arik Air, depending on Financial Solvency of the Organization, Remuneration of Staff can be improved |
| 2. | Training | To enhance job efficiency and also improve competencies in areas of Staff job schedule | 1. Advanced Microsoft Excel Training  2. Problem Solving & Decision Making Workshop  3. Effective Report writing skills  4. Management Skills  5. Office Technology Management |  |
| 3. | CRANE Software | It is very slow and makes work difficult |  | A revision of the software is advised |
| 4. | Internet Connectivity | It is sluggish and affects the speed needed on the job |  | The internet connectivity should be upgraded |

* + 1. Department: **Internal Control**

Table 17: Job Procedure and Area(s) of Improvementfor Internal Control department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| 1. | Regulatory Requirement | To conform to International regulatory standards | Regulatory standards |  |
| 2. | Reporting | To enhance effective documentation and retrieval of information | 1.Effective Report writing |  |
| 3. | Training | To enhance job efficiency and also improve competencies in areas of Staff job schedule | 1.Technical Training  2.Database Creation & Analysis  3.Cost Reduction & Management guide  4.Airline Financial Management  5. Aviation Auditing & Procurement  6. Internal Control & Compliance Governance  7. Financial Modelling & Forecasting techniques using Microsoft Excel  8. Document Control & Records Management  9. Risk Management |  |

***5.5.15*** *Department:* ***Cabin Services***

Table 18: Job Procedure and Area(s) of Improvementfor Cabin Services department

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| 1. | Training | * Because of enhancement in the area of Transfer of knowledge, Skills and the attitudinal change as a return on investment in Training on- the -Job * To expose the Organization to International Operating Standards and Certification in Courses with appropriate service providers * To enhance Staff Competence and Orientation on Ownership of Technological evolution in the Aviation Industry | 1. Advanced Customer Services/Relation  2. Simulation Drill  3. Leadership & Communication training  4. Aviation certification on fleets  5. Standard Operating Procedures  6. Stress Management  7. Crew Relationship Management  8. Cabin Safety Workshop  9. Root Cause Analysis |  |
| 2. | Motivation/ Improved Welfare Package | * It will enhance Staff Loyalty, Performance and Commitment to the organization |  | This is at the discretion of the Management of Arik Air, depending on Financial Solvency of the Organization, Remuneration of Staff can be improved |
| 3. | Consistent Performance Appraisal | * To keep both supervisors and Operatives abreast of recent methods and Techniques in Appraising Performance * To keep records of and give room for competitive improvement among Staff on Performance rewards to outstanding Staff | 1.Efective Performance Management  2.Performance Appraisal Techniques  3. Performance Appraisal Skills Training |  |
| 4. | Inflight & Aircraft Safety | * To ensure safety of Aircraft, both during in-flight and off flight Operations | Aircraft Maintenance (Interior) |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **AREA(S) REQUIRING IMPROVEMENT** | **WHY IS IMPROVEMENT NEEDED** | **HOW TO IMPROVE** | |
| **INSTRUCTIONAL** | **NON - INSTRUCTIONAL** |
| 5. | Paying attention to innovative suggestions from staff | * To recognise and give a sense of belonging to Staff on Contemporary Innovations in Aviation adopted and practiced by the Organization | 1.Innovative Management in Contemporary and Competitive Environment  2.Innovation Management | Paying more attention to Staff Innovative and creative Ideas will give them more sense of belonging and of ownership of the innovation |
| 6. | Adequate working Tools | * To enhance ease in job delivery for Staff |  | Giving more commitment to the provision of adequate working tools will enhance Staff Performance |
| 7. | Professional counselling for crew | * To put Crew members in the right frame of mind before and during flight |  |  |
| 8. | In-house interdepartmental briefing | * To communicate targets, goals and Organizational values to Staff within the Departments in the Organization * To keep Staff within the Organization informed about Inter-departmental position and current happenings within the whole Organization |  |  |
| 9. | Extended Number of Shift days | * To avoid overworking of Staff |  | Over working these Staff will affect the quality of their job delivery |

**5.6 PRIORITY AREA OF TRAINING**

In the view of the Human Resource Manager, the Organization’s training needs are listed in order of priority as found in Table 19.

Table 19: Prioritized Areas of Organization’s Training Needs (Human Resource Manager)

|  |  |
| --- | --- |
| **Order of Priority** | **Priority Areas of Training** |
| 1 | Operatives |
| 2 | Safety |
| 3 | Supervisors |
| 4 | Management |

**5.7 REGULARITY OF TRAINING IN THE ORGANIZATION**

This section as shown in Table 20 presents number of employees that attended training programmes in the last five (5) years (from year 2014 to 2018). This record is obtained from the Human Resources department of the Organization.

As observed from the table, no details of regularity was provided by the department for 2014 to 2017. However, it is observed that 60% of the staff underwent training in 2018, but it was gathered that a high percentage of these trainings were mandatory trainings.

Table 20: Regularity of Training in the Organization

|  |  |  |  |
| --- | --- | --- | --- |
| S/N | Year | No. of Staff Trained | Percentage |
| 1 | 2014 | No Information Supplied | No Information Supplied |
| 2 | 2015 | No Information Supplied | No Information Supplied |
| 3 | 2016 | No Information Supplied | No Information Supplied |
| 4 | 2017 | No Information Supplied | No Information Supplied |
| 5 | 2018 | 1185 | 60.00% |

However, a larger percentage of the respondents opined that regularity of trainings have not been often. This is depicted in figure 3.

Fig 3: Regularity of Trainings

The breakdown and implications of the responses as regards figure 3 is presented in table 21.

Table 21: Implications and Breakdown of Responses on Training Regularity

|  |  |  |  |
| --- | --- | --- | --- |
| **Implications of**  **response** | **Response**  **Options** | **Percentage by response** | **Percentage by**  **Implication** |
| **Regular training** | Very Often | 6% | **38%** |
| Often | 32% |
| **Little or no training** | Not Often | 47% | **62%** |
| Not at all | 15% |
| **Total** | | **100%** | **100%** |

**5.8 OPINION REGARDING TRAINING IN THE ORGANIZATION**

A higher percentage of the respondents agree that training enhances employee competencies and output on the job. Also an appreciable percentage of the respondents also opined that training increases employee motivation level.



Fig. 4: Opinion regarding training in the Organization

**5.9 TYPES OF TRAINING THAT BEST WORKS**

Fig. 5: Types of Training that work best

## **6.0 STUDIES AND FINDINGS**

### **6.1 EXISTENCE OF VISION AND MISSION STATEMENT**

It is observed from the survey that the Organization have well-defined vision and mission statement. It was also gathered from the human resource that both statements are communicated to staff in both electronic and print. This implies that all staff of the Organization are expected to share the same sense of direction as intended in the set-up of the Organization since they are aware of it.

### **6.2 JOB SPECIFICATION DOCUMENT AND ROLE DEFINITION**

Our findings also deduced that roles in various departments and units are clearly defined. Also, the survey found out that Job specification documents exist in the Organization and that these documents accurately describe the tasks of all Job Holders most times.

### **6.3 STAFF & DEPARTMENTAL PERFORMANCE**

We discerned that targets are set for staff using various pattern depending on their job roles and availability of job in order to measure the performance of employees. Target achievement for the overall Organization stands at less than 60%. The implication of this rating is that there is an average performance index in the Organization.

However, judging this performance from the vision and mission statements of the Organization, it implies that there are existing performance gaps which require improvement. It was gathered that these gaps hindering employees from achieving optimum performance are as a result of some impending challenges which are identified departmentally in section 5.

Also, during the Focus Group Discussion (FGD), respondents revealed that the challenges experienced by the employees as well as the establishment in general has made it a bit difficult for the employees to measure up to optimum level of performance as specified in their respective job specification documents, thence, a noticeable gap at various levels.

The remedies for the challenges were also identified by the respondents and noted in section 5 of the report.

The survey also probed the respondents on their perceptions about the performance of various departments in the Organization. According to responses, it was gathered that the Cabin Services, Finance and Ground Operations’ departments were depicted as having the most outstanding performance in the Organization. The Performance chart is depicted in Section 5.

### **6.4 STAFF TRAINING**

From our discoveries, we deduced from our FGD that the Organization has a budgetary allocation for each staff in its training policy, yet, the rate at which staff were exposed to training or workshop is low. The Human Resource was only able to supply the survey with the training regularity of one year out of five that was requested for in the survey. The only year supplied (2018) shows that 60% of the nominal roll was trained that year. Majority of the respondents also revealed that the training within the Organization has not been regular.

## **7.0 RECOMMENDATION**

Based on the above findings, with the objectives of the Survey, the following recommendations are hereby proffered:

### **7.1 NON INSTRUCTIONAL INTERVENTION**

**7.1.1 JOB PROCEDURE AND AREA(S) OF IMPROVEMENT**

The Organization should endeavour to implement the recommendations made from the identified performance gap on both Instructional and Non-Instructional interventions as itemized in table 4 to 18 in section 5. Some very notable non-instructional recommendations are as follows:

* Administration policy should be job friendly so as to simplify Approval Processes in order for an efficient service delivery
* There is need for the IT department to prioritize escalations as it concerns servers so that departments that depend heavily on exchange of mails from clients can meet their targets
* Recruitment should be need-based and by merit so that personnel with requisite skills and expertise can handle task that requires such expertise.
* Where necessary, it is necessary to Create alternative route of transactions whenever there is downtime of resources
* Timely payment of remuneration should be prioritized
* Upward review of remuneration/incentives as staff grows on the job and overall Improvement of staff welfare package
* Staff Appraisal should be encouraged
* Various Software used within the Organization should be revised to ensure that they not only perform their tasks but do so optimally
* The IT department requires customized mobile application that can help track support within the Organization so that users support can be timely and effective.
* All staff especially computer end users in various departments should be trained on basic computer maintenance courses so as not to escalate unnecessary challenges thereby depriving end-users with prioritized issues
* For various departments, working tools should be identified and provided accordingly so as to facilitate staff motivation to the job
* Staff should ONLY be scheduled for jobs that they are employed/trained for so as to avoid accidents or inefficiencies.

**7.1.2 PRIORITY OF TRAINING AREAS**

A periodic review of the type of training that each officer of the Organization requires to perform optimally on the job is important and advised. The Human Resource have prioritized training areas according to their individual needs on the job and as spelt out in the training policy. The company is advised to assess these training areas and correlate it with job roles.

**7.1.3 REGULARITY OF TRAINING**

The Company should also endeavour to invest in human capacity building beyond its current practice and ensure that it cuts across all staff within the Organization. The cascaded effect of this is to ensure that as a technically-biased Organization, various staff will be exposed to variety of perspectives on recent evolving technological trends within the Aviation sector and apply variety of acquired new skills on the job not only to meet set target but to also place the Organization at a competitive edge within its industry of operation.

**7.1.4 EMPLOYEE OPINION ON TRAINING**

One area which the company can leverage upon is the positive opinion of employee about training. A very high percentage of the employee have positive perspective as it concerns training and its impact on the job. This implies that employee will not only embrace human capacity development if the company looks in that direction but also translate the knowledge, skills and attitude onto the job which will translate to an increased Return on Investment.

### **7.2 INSTRUCTIONAL INTERVENTON**

Based on the reactions of the respondents gathered during the survey, instructional interventions are recognized and identified in table 4 to 18 in Section 5.

For brevity, the following courses/workshops are the recommended instructional interventions identified:

**7.2.1 Administration**

* Facilities Management Skills workshop
* Maintenance Workshop
* Administrative Skills workshop
* Training Needs Assessment Workshop
* Workshop on Microsoft Excel
* Accounting Course for non-accountants
* Electronic Records Management and Archiving

* + 1. **Human Resource**
  + Administrative Skills workshop
  + Training Needs Assessment Workshop
  + Instructional Techniques Workshop
  + Train-the-Trainer Workshop
  + Microsoft Excel Workshop
* Electronic Record Keeping and Archiving
* Sage Training
* Office Technology Management Workshop
* Excellent Customer Service delivery Workshop
* Interpersonal relationship and effective communication

**7.2.3 Technical**

* Information Technology workshop
* External Training for planning Engineers on OASES
* Bombardier Q400 Type course
* Engine shop training
* System Course on all fleets
* Air-worthiness courses
* Aviation Regulation Courses
* Airline Technical Records training
* Maintenance & Aircraft Reliability
* Aircraft System course on all fleets
* Workshop on Microsoft Excel
* Technical Report writing techniques
* Attitudinal / Interpersonal Skills
* Problem Solving & Decision Making Course
* Team Work and Interpersonal Relationship Skills

**7.2.4 Information Technology**

* Time Management Workshop
* Stress Management Workshop
* Information Technology Workshop
* Basic Computer Courses for End users
* Computer Maintenance Workshop
* Microsoft Certified System Administrator
* ITIL Trainings
* SQL
* Share Server Training
* Windows Server Trainings
* Team Work and Interpersonal Relationship Skills

**7.2.5 OCC**

* On Job Software Training
* Crew rostering and Crew control officers need to be trained on Crew crane and basic and Advanced Dispatch Course
* Operational Management Training
* Aeronautical Information
* Reporting Systems HITIT crane
* Microsoft Office Excel Training
* Data Analysis Workshop
* Crew Control
* Dangerous Goods Regulation Training
* Ground Instructor recurrent training
* Aviation Management Training
* Charts and Navigation Workshop
* ACARS & Crane Flight monitoring systems
* Set Planner Flight Planning Systems
* Human Relations/Communication & Management Skills

**7.2.6 SECURITY**

* Cyber-Security
* Bomb threat
* Security Management
* CCTV Operation Training
* Investigative Security
* AVSEC 1, 2
* Profiling
* Report Writing Skills workshop

**7.2.7 FINANCE**

* Use of Sage-50 Accounting Software
* Advanced Microsoft Excel
* Internal Financial Auditor
* Performance Evaluation
* Advance Microsoft Excel
* Multimedia Presentation Skills using MS PowerPoint
* Effective Report writing skills
* Forensic Auditing
* Revenue Accounting & Control
* Financial Modeling

**7.2.8 COMMERCIAL**

* Social Media & Digital Marketing Techniques
* Digital Graphics
* Presentation Skills
* Report Writing Skills
* Key Account Management Training
* Train-the-Trainer
* Management & Leadership Training
* Airline Customer Service Training
* Effective Communication & Customer Experience Management
* Advanced Microsoft Excel Training
* Revenue Management & Reporting

**7.2.9 TRANSPORT**

* Defensive Driving Workshop
* Driver Mechanic Workshop
* Route Management

**7.2.10 HEALTH & SAFETY**

* Lead Auditor Course
* ISO 45001: 2018 Occupational Health & Safety
* SMS Train-the-Trainer

**7.2.11 QUALITY ASSURANCE**

* Operation Safety Audit

**7.2.12 GROUND OPERATIONS**

* Dangerous Good Course
* Customer Relationship
* Safety Management System
* Passenger ground service training
* Load control training
* Internal Customer Services
* Managerial Training

**7.2.13 FLIGHT OPERATIONS**

* Advanced Microsoft Excel Training
* Problem Solving & Decision Making Workshop
* Effective Report writing skills
* Management Skills
* Office Technology Management

**7.2.14 INTERNAL CONTROL**

* Technical Training
* Database Creation & Analysis
* Cost Reduction & Management guide
* Airline Financial Management
* Aviation Auditing & Procurement
* Internal Control & Compliance Governance
* Financial Modelling & Forecasting techniques using Microsoft Excel
* Document Control & Records Management
* Risk Management

**7.2.15 CABIN SERVICES**

* Advanced Customer Services/Relation
* Simulation Drill
* Leadership & Communication training
* Aviation certification on fleets
* Standard Operating Procedures
* Stress Management
* Crew Relationship Management
* Cabin Safety Workshop
* Aircraft Maintenance (Interior)
* Root Cause Analysis

## ***8.0* CONCLUSION**

The Training Need Assessment (TNA) was conducted with the cooperation of management and staff of Arik Air Ltd. Ikeja, Lagos State. The study was carried out to identify solutions that would aid bridge the gap between the actual and expected result based on the performance of the staff of the organisation. The major source of data collection was the primary method i.e. observation, interview and use of questionnaires to retrieve information needed for the TNA. Based on set objectives, qualitative and quantitative methods of data analysis were applied.

Performance gaps were identified in the departments where the TNA exercise was carried out and both instructional and non-instructional solutions were proffered to bridge these identified gaps.

We use this opportunity to appreciate the management of Arik Air Ltd., Ikeja, Lagos State for giving the ITF Akure Area Office approval to conduct this exercise. We sincerely appreciate also, the support and hospitality provided by the Head, Learning & Development, Mrs. Daniel-Akinsoto and her team. Mention must be made also of the cooperation and warmth we experienced during our interaction with the staff of Arik in the course of the exercise.

We believe that the outcome of the survey as well as the recommendations listed above if well implemented, will add value to the Organization and increase the productivity of the employees.

Organizational Context

{{organizational\_context}}

Performance Analysis

{{performance\_analysis}}

Key Skills or Knowledge Gaps

{{ksa\_gaps}}

Major Training Gaps

{{training\_gaps}}

Common Departmental Issues

{{Common\_dept\_issues}}

Frequency of Common Issues

{{freq\_of\_common\_issues}}

Areas with Lowest Scores

{{lowest\_scores\_areas}}

Trends Across Departments

{{depts\_trends}}

Safety Challenges

{{safety\_challenges}}

Recommended Training Actions

{{recommended\_training\_actions}}:

Performance Improvement Strategies

{{performance\_improvement\_strategies}}