



PRESIDENCY OF THE REPUBLIC OF TURKEY
HUMAN RESOURCES OFFICE

TRAINING NEEDS ANALYSIS QUESTION GROUPS

1. Duties and Responsibilities Question Group

The official job descriptions prepared by the ministries and the statements collected through the Tasks and Responsibilities Questionnaire were brought together to form questions about duties and responsibilities according to the DIF (difficulty, importance, frequency) model.

The DIF model is a model that is used to determine whether training is required for any task and, if it is necessary, which training has of higher priority.

2. Competencies Question Group

The competency-based questions are included in 3 different sub-categories. The first of these is the 21st-century competencies, which are important for public employees to acquire and develop. The second category includes the competencies that are indicated in job descriptions conveyed by the Ministries and that must be possessed by people who work in a related position. In addition to these two categories, there are competencies that are specific only to a manager and top manager.

3. Legislation Question Group

A legislative question group has been created to determine the training needs of laws, decrees, and regulations that employees are obliged to know in accordance with their job descriptions.

4. Computer Applications and Systems Question Group

Among the job descriptions conveyed by the ministries, there are duties related to the use of some applications and systems. The questions in this group were created to determine the training needs related to the systems and applications used.

5. 2020 Education Statistics Question Group

In order to obtain information about the statics of face-to-face and online training given in 2020 and the categories of these training, 3 questions were asked to the participants. The purpose of these questions is to reach the data about the training carried out by the Ministries in 2020.

TRAINING NEEDS ANALYSIS TITLE GROUPS

For training needs analysis, job descriptions were examined to develop an analysis based on the SÖZ (frequency, importance, difficulty) model. Since the training needs analysis covers all public personnel and there are different needs for every title, it has been observed that it is necessary to group the job titles and to determine the training needs with different questions for different title groups. According to the review of good practices and the 2016 Survey on Strategic Human Resources Management in Central / Federal Governments of OECD Countries titles were divided into 6 upper title groups. All title groups have been prepared based on the groupings made by the Ministries and the task items in the job descriptions.

1. Senior Manager Group

This title group has been determined by considering the preliminary studies of the training needs analysis and the Presidential Decree No. 3 on the Appointment Procedures for Top Level Public Administrators and Public Institutions and Organizations, and the Civil Servants Law No. 657 and the relevant legislation. Some examples of Senior Manager Group are Chair, General Manager, Consultant, and Head of Department.

2. Manager Group

This title group has been determined by considering the preliminary studies of the training needs analysis and the Presidential Decree No. 3 on the Appointment Procedures for Top Level Public Administrators and Public Institutions and Organizations, and the Civil Servants Law No. 657 and the relevant legislation. Some examples of Manager Group are Manager, Branch Manager, Unit Head, and Team Leader.

3. Administrative Group

Taking into account Presidential Decree No. 1, the Civil Servants Law No. 657, and the relevant legislation, this title group is responsible for following the issues considered important for the general functioning of the institution, carrying out the procedures regularly, and ensuring coordination. Archiving and filing, document preparation and distribution, managing information systems related to administrative affairs are the main tasks of this group. Some examples of Administrative Group are Specialist, Assistant Specialist, and Office Staff.

4. Technical Group

Kurumun genel işleyişi için gerekli olan teknik sistemlerin çalıştırılması, işletilmesi, gerekli kontrollerin ve düzenli takibinin yapılması görevleri bu unvan grubunun sorumluluk alanındadır. Mühendis, teknisyen, tekniker gibi meslekler bu gruba örnek olarak gösterilebilir.

5. Support Services Group

It is the title group that fulfills the supporting duties in the auxiliary services department by using the necessary tools, and equipment effectively in line with the general working principles of the institution. Occupational safety, environmental protection and regulation, and cleaning are included in this category. Some examples for Support Services Group are Security Guard, Cook, Driver, Cleaning Staff, and Gardener.

6. Professional Group

The basic elements used in the classification of Professional Group are the use of the knowledge from the undergraduate or graduate education while performing the job. The titles in this classification are generally the titles of the graduates of the departments of the universities with the same name. Auditing and inspecting are included in this category. Doctor, Lawyer, Architect, Psychologist, Teacher, Internal Auditor, and Inspector titles can be given as examples of this group.

Data Analysis Method

During the analysis of the data, all title groups were analyzed separately. In order to rank the training needs for duties and responsibilities according to title groups we use the steps explained below:

- DIF Model,
- Classification method according to Euclidean distance,
- k-means algorithm and silhouette test

Competence, legislation, computer applications, and systems question groups were evaluated with a single criterion. For these question groups, the participants stated their needs for education for the presented statements using a 3-point rating scale.