Karimullin D.D.

3rd-year university student

Scientific supervisor: Osadchiy I.S., PhD in Psychology,

Associate Professor,

Kazan National Research Technical University

named after A.N. Tupolev – KAI

ASSESSMENT OF TRAINING NEEDS OF AUTO HOLDING PERSONNEL

Abstract: The article examines approaches to assessing the training needs of personnel in a regional automotive holding company.

Keywords: auto holding, personnel, training needs.

Training is considered a mandatory and important element of the personnel management system of an employing organization, determining the direction and content of professional development and career growth [1].

The technology of professional development of personnel in a regional holding company is implemented within a systemic approach to identifying training needs.

The assessment of training needs of auto holding personnel represents a systematic process of identifying and analyzing gaps between the actual level of employees' competencies and the requirements imposed by business objectives, manufacturers, and the market as a whole. This process is a key element of the personnel management system and ensures the purposeful development of the dealership's human resources potential.

The specificity of an auto holding's activities is determined by high technological complexity of processes, strict standards of automobile manufacturers, strong dependence of performance results on the quality of

customer service, and intense market competition. Under these conditions, personnel training is not auxiliary but strategic in nature and directly affects financial and reputational indicators.

Training needs assessment is carried out by the HR department jointly with department managers and identifies gaps between existing employee competencies and the requirements of job profiles, manufacturers' technological standards, and corporate KPIs.

The process of training needs assessment in an auto holding is based on the following principles:

- orientation toward business goals and performance indicators;
- consideration of manufacturers' requirements and certification programs;
- complexity and multilevel assessment;
- regularity and cyclic nature of assessment;
- practical orientation of identified needs.
  The integrated approach involves analysis at three levels:
- organizational level — identification of departmental needs and competency gaps affecting the performance of departments and the auto holding as a whole;
- group level — analysis of professional and behavioral competencies of teams working in service, sales, and administrative units (the results determine the need for team trainings, customer service standards training, and business process optimization);
- individual level — assessment of competencies of specific employees (individual training needs are formed considering the current position, talent pool preparation, and career growth prospects).

HR specialists together with managers develop a training needs assessment matrix (Table 1).

Table 1

Employee Training Needs Assessment Matrix (example)

Position	Required competencies	Current level	Competency gap	Required training
Service advisor	Customer communication, CRM operation, labor-hour standards knowledge	Average	Medium gap	Customer service and CRM training
Auto mechanic	Diagnostics, work with dealer equipment	Below average	High gap	Manufacturer training programs, advanced training
Sales manager	Sales techniques, product knowledge	Average	Minor gap	New model product training
Service center administrator	Customer service, documentation, reporting	High	No gap	Refresher training

The matrix is developed for each department and approved by the manager. On its basis, an annual training plan is formed.

The auto holding uses the following tools to assess training needs:

- KPI analysis (failure to meet labor-hour standards, number of documentation errors, customer complaints);
- certification and competency assessment using behavioral and professional indicators;
- employee surveys (self-assessment);

- manager assessment using 180° and 360° models;
- results of entry testing during adaptation;
- analysis of customer complaints and requests;
- manufacturers' requirements (certifications).

The HR department conducts training needs assessments to understand the impact of training activities on personnel development.

The auto holding applies a system of indicators and criteria to evaluate how training affects the dynamics of competency development, customer service quality, key production indicators, and economic performance.

The approach to training needs assessment is presented in Table 2.

Table 2

Indicators for Assessing Employee Training Needs (example)

Indicator	Information manifestation	Source	Standard (criterion)
Deviation from KPI baseline	Failure to meet labor-hour standards, documentation errors, overdue service orders	Managers' reports	Deviation not more than 10%
Number of operational errors	Technical errors, incorrect documentation, customer complaints	CRM, quality audits	No more than 2 errors per month
Certification results	Final competency scores	Competency assessment card	Score below 70% requires training
Customer Satisfaction Index (CSI)	Customer feedback after service	CRM → CSI module	CSI decrease > 5 points = training

Manufacturers' requirements	Mandatory programs, CHERY, JAC, Kia standards	Manufacturer materials	Failed certification = training

The table allows identification of competency gaps and determination of what training is required for an employee or department.

Analysis of the presented indicators shows that training needs assessment is comprehensive and practice-oriented. It includes both subjective indicators (training satisfaction) and objective metrics — KPI, error rate, CSI, and growth of production indicators.

Training needs assessment ensures effective solutions to a range of relevant tasks at different stages of the training process, such as rational formation of training groups, development of training programs, selection of methodological materials, and determination of control criteria and indicators.

It is taken into account that training needs must be periodically adjusted depending on environmental conditions, and accordingly, the preparation and implementation of the training process must also be revised.

Training needs assessment in an auto holding is closely related to the quality management system and customer service. A decrease in CSI, an increase in claims, and repeated customer visits are considered indicators of the need for additional training of service and sales personnel.

Training becomes an effective tool for increasing customer loyalty and strengthening the competitive position of the auto holding.

Regular training needs assessment ensures the relevance of educational programs, avoids excessive costs, and increases the return on investment in personnel development. The systemic nature of this process ensures personnel adaptation to changes in technologies, manufacturers' standards, and market requirements, which is a necessary condition for sustainable development of the auto holding.

The results of training needs assessment are used not only for planning training activities but also for adjusting personnel policy, forming the talent pool, and building individual professional development trajectories, ensuring the integration of training, assessment, and career development within the human resource management system.

References

1. Odegov Yu.G., Nikonova T.V. *Training and Development of Organization Personnel: Textbook for Universities.* Moscow: Yurait, 2019, 303 p.

2. Polevoy M.V. (ed.). *Technologies of Training and Development of Personnel in an Organization.* Moscow, 2020/2022, 636 p.

3. Solomanidina T.O. *Human Resource Management in the Service Sector.* Moscow: Yurait, 2020, 287 p.

4. Travin V.V., Dyatlov V.A. *Human Resource Management: Personnel Assessment, Training and Development.* Moscow: Delo, 2018, 336 p.