Designing an optimal pattern of training needs assessment and its application to the educational needs of nursing managers (senior managers) and head nurses (middle management) of Social Security Hospitals in Tehran

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ABSTRACT

The present study aimed to Planning optimal educational needs and apply it for indicating educational needs of nurses managers and (senior manager) and supervisors (middle managers) in Social Security Hospitals in Tehran, its method is Descriptive and the purpose of research is applied research and development. Population in this study include 8 matron, 8 educational supervisor, 32 supervisors and 86 clinical head. A sample population is target population. Instruments of study is questionnaire and it is distributed among sample population after its validity confirmed .then 116 questionnaires were returned. Data were analyzed by using descriptive statistics. According to findings of questionnaire, the educational needs of nursing managers in order of preference are: communication skills, leadership and management skills, perceptual skills, insights, skills and attitudes of clinical training in the field of organizational knowledge not confirmed.

1. Introduction

Training needs of the education system is one of the main fundamental inputs basis of planning, implementation and evaluation activities in system. Most of trainee often forced to learn about job opportunities that are not used in practice. Apart from the implications this problem is caused by two reasons: Inaccuracy or lack of needs assessment and self-assessment in the learning process, thus hindering the effectiveness of the training program, its incompatibility with needs of the audience and participants. Target training needs assessment and practical access to information about the tasks needed to perform their job role, knowledge and skills necessary to perform the duties of report. Hence we can say that actually needs assessment is a tool for gathering information If properly applied to us from a passive position and ambiguous educational activities outside makes. (Abbas zadegan and Tork zade, p. 69) In our country, in most cases without need for technical training programs and without sufficient planning is based on the projection Managers and organizations often for no particular reason, feel that it is better to do this. Following the same training program used by other communities together, Or the external conditions of the human population is homogeneous. Need for more effective education training needs to be carefully analyzed and planned accordingly.

(Mohseni, 1990: 5)Most plans require teaching hospitals are brief survey questions posed in the questionnaire and views of staff have been asked to develop a practical model of inventory. This could be because the authorities in identifying training needs in hospitals, Do not have sufficient knowledge of educational assessment methods are not aware of the importance of issue, Considering the importance of this issue, training needs assessment for nursing administrators should use the models and current experiences, reconstruction done As an example, which has a precise theoretical framework is presented. Surveys conducted research indicates Often associated with training needs of managers from various departments and agencies, Few studies on training needs of executives, managers of departments and agencies have been conducted, The few studies have been done on the training needs of nursing managers, This study tries to explore and describe experiences of existing patterns and training needs assessment, Provide a good model and training needs of senior and middle managers of social security hospital in Tehran on its suitability. It is hoped that the findings of this study is the first to develop and maintain "the educational needs assessment, nursing managers" are used in planning continuing education To those involved in the training program by identifying training needs to training nursing managers at the right time for the right subject and learners' needs without spending huge funds to provide them.
Research questions:

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1. What kind of skill training Director of Nursing and Head of Social Security Hospital in Tehran in communication needs?
2. What kind of perceive skill training Nurse Managers and Supervisors social security hospitals in Tehran need?
3. What kind of practical and clinical skills training Nurse Managers and Supervisors social security hospitals in Tehran (technical) need?
4. What kind of management skills training Nurse Managers and Supervisors social security hospitals in Tehran need?
5. What of kind of Attitude training Nurse Managers and Supervisors social security hospitals in Tehran need?
6. What kind of insight training Nurse Managers and head of the Social Security Hospital in Tehran need?
7. What kind of organizational knowledge training Nurse Managers and Supervisors social security hospitals in Tehran need?
8. What kind of Prioritize training in field of skills head manager nurse and social security hospitals in Tehran need?

Review of Literature
Research titled "Iran Khodro educational needs" by Mohammad Jafari in 1999 to provide appropriate solutions to increase the production by managers and staff. In this study, four field were investigated: work culture, management practices, equipment, materials and parts managers and staff to collect and analyze the needs of employees. Another study in 1999 entitled "Evaluation of the training needs of middle managers in Isfahan Jihad "was conducted in 1999 by Azimi .The results found in this study is middle managers need human skills more than, perceptual skills. Middle managers need cognitive skills of more than basic skills. Another study Hassan Fazeli in 2002 studied under the title "Model-based training needs and operations managers Iran Khodro base on Vodal and Visstnls and provide appropriate educational framework for them. Researcher determine the training needs based on model, following factors are considered: Features management strategies with respect to the strategy of Iran Khodro, qualifications necessary to perform the tasks for operational managers in Iran Khodro, the training needs of knowledge (General and specific) functional managers of Iran Khodro, training needs of decision-making skills, creativity, leadership and operations managers Iran Khodro, the training needs and characteristics (in connection with themselves and with others) operations managers Iran Khodro Company. Training needs of insight (managers and moral) operations managers Iran Khodro Company. Training needs of operational managers Iran Khodro Company in connection with the company's strategy. The research was conducted by Johnson in 1995 in Milwaukee County. The purpose of this study was to determine the educational needs of nurses' communication skills. Communication skills include: weaknesses report to colleagues, public speaking, report writing, leadership, small group discussion, listening, job interviews, performance evaluation and non-verbal skills. The research instrument was a questionnaire that was mailed to 400 randomly selected sample was sent. Data of 225 questionnaires were genitals. Chi-square and t-test was used for statistical analysis. In oral and written reports, and leadership in small groups to discuss the need for additional training. In another study by Berzitvan and colleagues in 2000 entitled "The training needs of staff and nurses" took place, Nurses' knowledge of organizational weaknesses that are not discussed in this study as a priority.

Methods
The study of data collection as regards the description,
Recording and analysis of existing conditions, or in other words describe regular and continuous position as a real and concrete deals with the area of interest, type of research is descriptive (Nader and Saif Ali Naraghi, 1997: 68). The goal of research is combination of application and development methods (Sarmad, a businessman and Hijazi, 2000: 79).The population in this study,

are 8 matron, 8 educational supervisor, 32 supervisors and 86 clinical head manager. A sample of population are the target population. The research instrument was a questionnaire designed based on proposed model and analyze validity and credibility. The 116 questionnaires were returned. Data were analyzed by using descriptive statistics.

Analysis of findings
1. What kind of skill training Director of Nursing and Head of Social Security Hospital in Tehran in communication needs?

Figure (1): Show the questions 1 to 6 of communication skills in terms of average
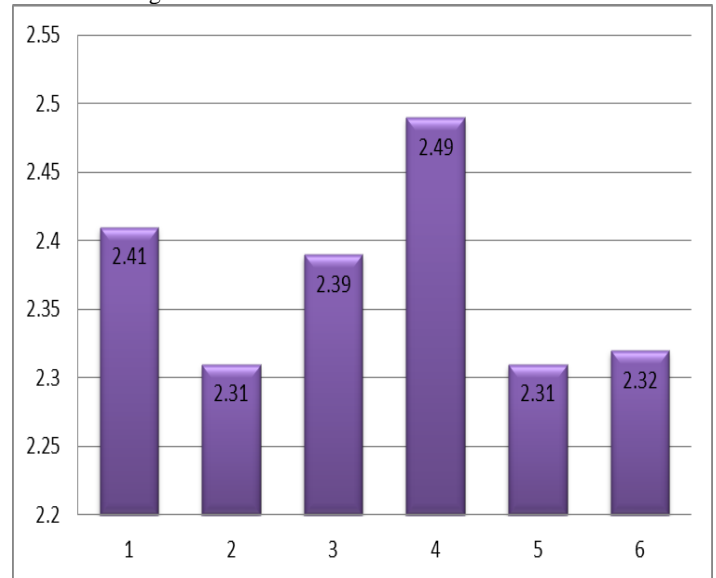

In accordance with the above diagram needs of communication skills in order of preference are:
Convey information and decisions to individuals under appropriate relationships And friendship between them, and listening to the heart and troubles, Positive image of themselves The need for training in communication skills related to questions 2 and 5 (۲ و۵) ۶، ۳، ۱ و ۴, bringing the Information and decisions of individuals, under the supervision and relations between them are good and friendly.

2. What kind of perceive skill training Nurse Managers and Supervisors social security hospitals in Tehran need?

Figure (2): Show the questions 7 to 11 times the average cognitive skills
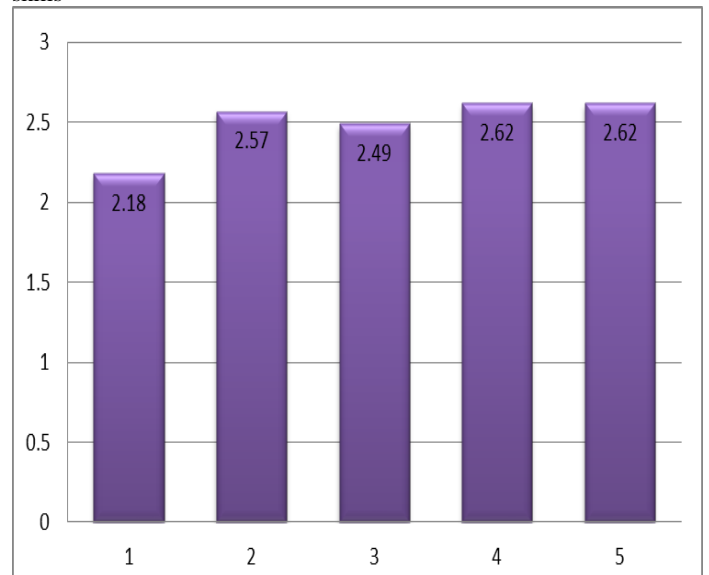
As the diagram above requirements related to cognitive skills in order of preference are:

Their duties in connection with the duties of colleagues, consider the barriers, restrictions existing shortcomings in the field of hospital management, taking into account the needs of the future, and finally (in view of the conditions and characteristics of the surrounding community, according to the theory management)The order of questions 7, 8, 9, 10, 11 are included. As can be seen need for training in cognitive skills to question 7, in relation to their duties and responsibilities of other partners.

3. What kind of practical and clinical skills training Nurse Managers and Supervisors social security hospitals in Tehran (technical) need?

Figure (3). Show the questions 12 and 20 average in terms of practical and clinical skills
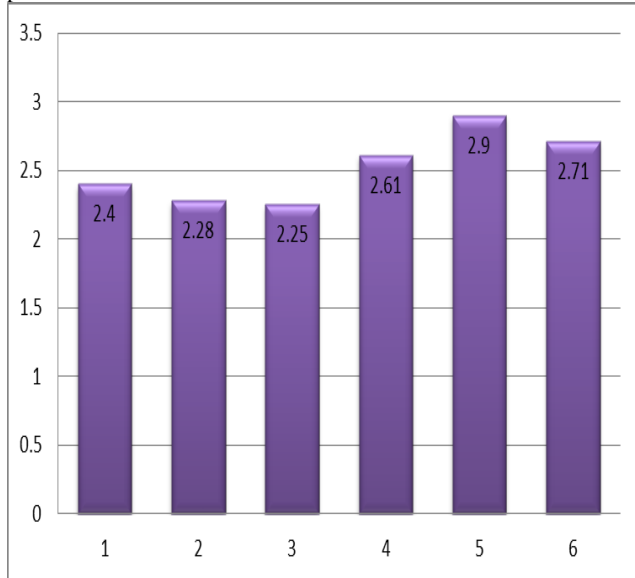

According to the table above for the needs of practical and clinical skills in order of preference are:

Nursing fundamentals, use of equipment and medical devices, familiarity with new diseases, Introduction to drugs, use of proper regulations and administrative rules and regulations, dealing just with writing and written works And heavy application at a time, writing letters of administration, introduction of new drugs and the use of computers to the questions 17, 16, 15, 18, 14, 20, 12, 19 and 13 are included. As you can see the greatest need for training related to the use of computers is the question 13.

4. What kind of management skills training Nurse Managers and Supervisors social security hospitals in Tehran need?

Figure (4). Show the 21 to 26 questions related to leadership and management skills in terms of average
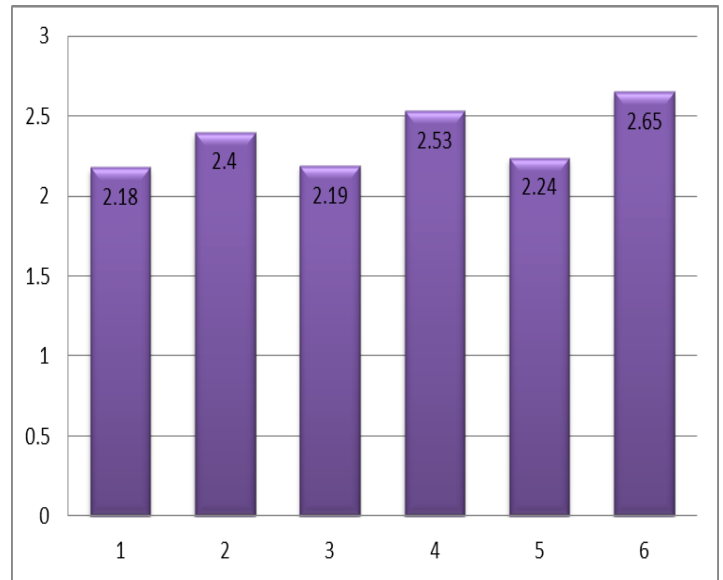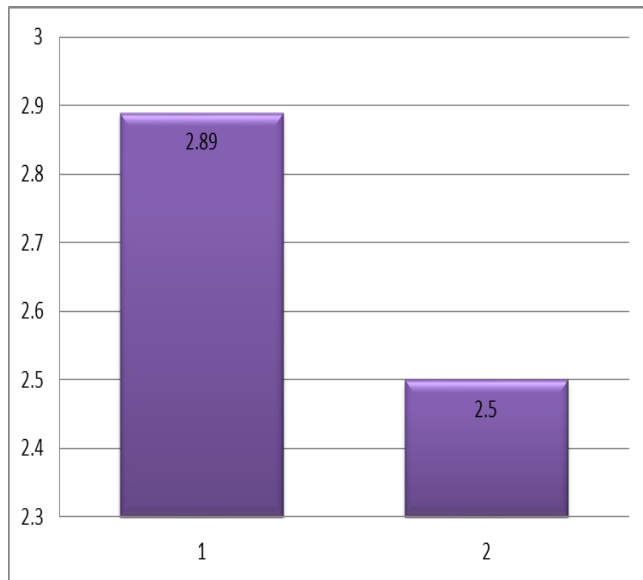

The above chart is based on the needs of the leadership and management skills in order of preference are:

Acceptance of new stuff right in the nursing process, communication with the patient, medical equipment and used weekly schedule, Influence the behavior of individuals under surveillance, taking into account the consequences of unpredictable, unreliable And the possible negative side of things, the use of research to collect and analyze Data analysis and decision-making and the ability to create new ways to arrange the questions 23, 25, 22, 24, 26, 21 are included. As you can see the greatest need for training in leadership skills Management and compliance issues relating to question 23 of the new right And minimum training requirements relating to question 21, that is able to develop new ways. Management in order of priority are: acceptance of new stuff right in the nursing process, communication with the patient, medical equipment and used weekly schedule, Influence the behavior of individuals under surveillance, taking into account the consequences of unpredictable, unreliable And the possible negative side of things, the use of research to gather and analyze information and make decisions And the ability to create new ways to arrange the questions 23, 25, 22, 24, 26, 21 are included. As you can see the greatest need for training in leadership and management skills to question 23, the adoption of new stuff right And minimum training requirements relating to question 21, that is able to develop new ways.

5. What of kind of Attitude training Nurse Managers and Supervisors social security hospitals in Tehran need?

Figure (5). Show the questions 27 and 28 on the components of attitude mean

The above chart is based on the needs of the components of attitude in order of preference are:

   Looking to colleagues and monitored with a positive outlook and ignore their personal interests in order to help others in your question, 28 and 27, respectively, are included. As can be seen, in the positive views of staff need more training.

6.   What kind of insight training Nurse Managers and head of the Social Security Hospital in Tehran need?

Figure (6). Show the questions 29 and 30 on the components of insight in terms of average
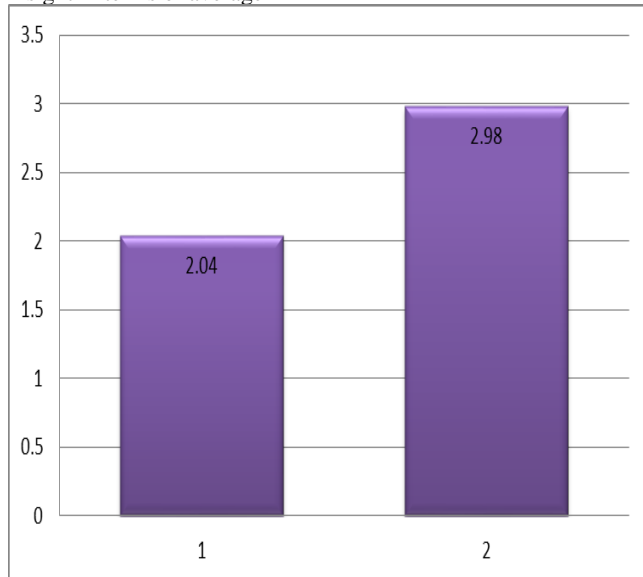
In accordance with the above diagram, the component needs insight into the priorities are given the values of and familiarity with the Islamic world, Questions 29 and 30, respectively, which are included in this questionnaire. As can be seen in the context of considering the exchange departments in tasks requiring more training.

7.   What kind of organizational knowledge training Nurse Managers and Supervisors social security hospitals in Tehran need?

Figure (7): Show the questions 1 to 12 on average in terms of organizational knowledge
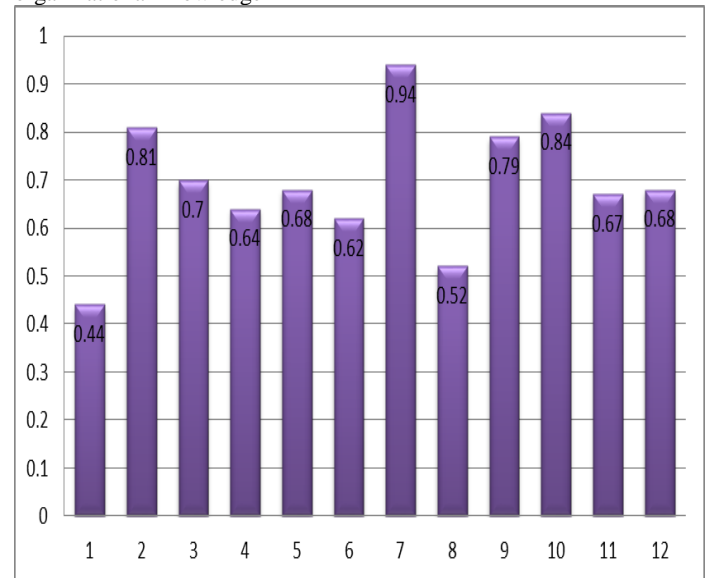
According to the chart above except for question number one scores higher than the number of questions related to the knowledge component is 0.5 Indicating the absence of educational needs is above.

8.   What kind of Prioritize training in field of skills head manager nurse and social security hospitals in Tehran need?

Table 1: prioritize the training needs of the 30 questions in the questionnaire based on the average

ranking	SD	mean	topic	number
۱۳	۰.۶۱	۲.۴۱	Proper communication with people with different personalities	۱
۷	۰.۶۷	۲.۳۱	Convey information and decisions to individuals under control	۲
۱۰	۰.۴۷	۲.۳۹	Positive image with colleagues and monitored	۳
۱۴	۰.۷۸	۲.۴۹	Attention to needs of job-related and personal under control	۴
۸	۰.۷۸	۲.۳۱	Good and friendly relations between colleagues and monitored	۵
۹	۰.۸۱	۲.۳۲	Effective listening and involvement of colleagues and monitored	۶
۲	۰.۷۷	۲.۱۸	duties in connection with other duties partners	۷
۱۸	۰.۷۷	۲.۵۷	Considering the needs of the future	۸
۱۵	۰.۸۷	۲.۴۹	Given the obstacles, limitations and shortcomings of the existing	۹
۲۰	۰.۷۶	۲.۶۲	Considering the circumstances and characteristics of the surrounding community	۱۰
۲۱	۰.۹۸	۲.۶۲	According to management theory	۱۱

۲۶	۰.۷۲	۲.۸۵	Write a cartridge	۱۲
۳۰	۰.۹۹	۳.۳۰	Computer use	۱۳
۲۳	۰.۹۱	۲.۶۹	Use of regulations, laws and administrative regulations	۱۴
۱۱	۰.۸۵	۲.۴۰	Meet new diseases	۱۵
۶	۰.۶۲	۲.۲۸	Use of equipment and medical devices	۱۶
۵	۰.۶۸	۲.۲۵	Fundamentals of Nursing	۱۷
۱۹	۰.۷۸	۲.۶۱	Understanding Medications	۱۸
۲۸	۰.۶۸	۲.۹۰	Meet new drugs	۱۹
۲۴	۰.۸۳	۲.۷۱	Dealing with large amounts of literature, writing and request a heavy work	۲۰
۲۵	۰.۸۹	۲.۸۱	The ability to generate and create new ways	۲۱
۱۲	۰.۷۵	۲.۴۰	Influence the behavior of individuals under control	۲۲
۳	۰.۶۸	۲.۱۹	Acceptance of new stuff right	۲۳
۱۷	۰.۶۵	۲.۵۳	Considering the consequences of unpredictable, unreliable and potential negative effects	۲۴
۴	۰.۷۸	۲.۲۴	Use the weekly schedule	۲۵
۲۲	۱.۰۳	۲.۶۵	Use of research data collection, analysis and decision-making	۲۶
۲۷	۰.۷۷	۲.۸۹	Waiver of personal interest to help others	۲۷
۱۶	۰.۸۴	۲.۵۰	Looking to colleagues and monitored with a positive outlook	۲۸
۱	۰.۶۷	۲.۰۴	Given the values of the tasks	۲۹
۲۹	۱.۰۳	۲.۹۸	Introduction to Islamic world	۳۰

Training needs of managers to the question of the questionnaire have been prioritized as follows: Communication skills (questions 1 to 6) Perceptual skills (questions 7 to 11) Practical and clinical skills (questions 12 to 20) Managerial and leadership skills (questions 21 to 26) Attitudes (questions 27 and 28) Insight (questions 29 and 30) 3.30 is the average deviation measures the dispersion provided few answers to the average.

Table 2: Table prioritize training needs related to organizational knowledge questionnaire based on the average

ranking	SD	mean	topic	number
۱	۰.۴۹	۰.۴۴	Familiar with formal and informal	۱
۹	۰.۳۹	۰.۸۱	Understanding the impact of informal relationships on organizational role	۲
۷	۰.۴۵	۰.۷۰	Concerning the division of labor and the type of activities	۳
۴	۰.۴۸	۰.۶۴	Leaders on the number of people under the influence of peripheral functions	۴
۶	۰.۴۶	۰.۶۸	Relationship between the number of people under supervision and organizational level	۵
۳	۰.۴۸	۰.۶۲	Related products or services and the division of labor	۶
۱۱	۰.۲۲	۰.۹۴	Meet the queue	۷
۲	۰.۵۰	۰.۵۲	Introduction to the nursing	۸
۸	۰.۴۰	۰.۷۹	Understanding the organizational hierarchy	۹
۱۰	۰.۳۶	۰.۸۴	Delegate	۱۰
۵	۰.۴۷	۰.۶۷	Focused organizations	۱۱
۶	۰.۴۶	۰.۶۸	Decentralized organizations	۱۲

As can be seen in the table above most educational needs1 Introduction to the question of formal and informal, with an average 0.44Meet the educational needs of the queue with the lowest average is 0.94 The standard deviation of the mean of the responses provided to show little dispersion. Now prioritize each of the seven components of the graph below:

Figure (9): Show seven components of the sample in terms of total average
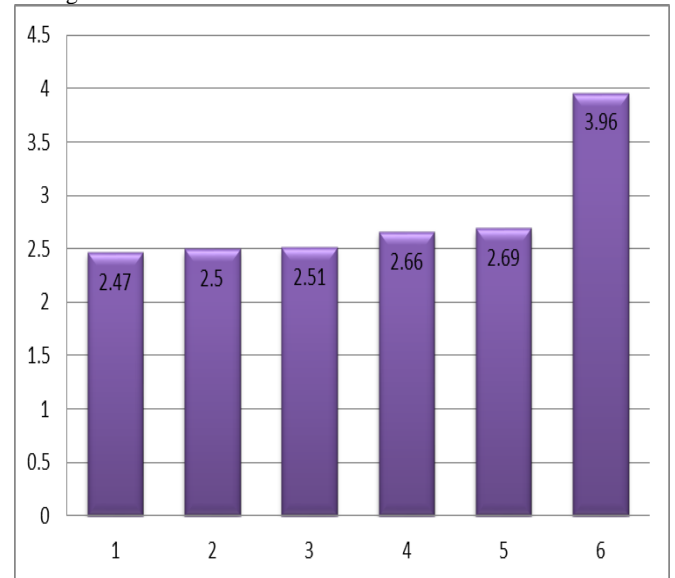
As the graph above shows the highest requirements in terms of communication skills and knowledge of the least seen.6 executives of the first component of communication skills, management and leadership, perception, insight, practical and clinical skills and attitudes needed to be taught, But in the mean total knowledge because it is larger than the number 3 does not need to be verified.

Conclusion

According to findings of the questionnaire, the educational needs of nursing managers in order of preference are: communication skills, leadership and management skills, perceptual skills, insights, skills and attitudes of clinical training in the field of organizational knowledge not confirmed. Based on the results of this study suggest that educational content courses for nurse managers is commensurate with their educational needs General Directorate of Social Security and the pursuit of education and research in Tehran, which has You can use the results to develop a training program for managers and supervisors, hospitals, nursing covers them. Also, in order to meet the needs of management and leadership skills, while employment in social security hospitals in the relevant field of expertise in the management of their managers to be given adequate attention.

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